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# ARMY HOST



Club and Community Activities  
Management Directorate, TAGO

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## Club operating results

*3d quarter net at nine percent of revenue.*

WASHINGTON—The 245 Army officers', noncommissioned officers'/enlisted and community club branches had total revenue of \$62.63 million in the third quarter Fiscal Year 1980 compared to \$56.67 million for the year earlier period, a \$5.96 million or 10.5 percent increase.

Sales meanwhile increased 11 percent or \$4.59 million to \$46.41 million.

Net income was nine percent of revenue, increasing from 7.3 percent a year earlier.

The third quarter results bring third quarter year-to-date club net income to \$13.5 million or 7.6 percent of revenue compared to \$11.79 million or 7.2 percent period posted a year earlier, a 14.6 percent increase.

The figures show that Army clubs are headed toward the 7th consecutive year of advances in revenue, sales, and net income.

The 10.5 percent increase in total revenue and the 11 percent increase in sales partly represents inflation-caused price increases.

The percentage of club branches operating profitably increased from the third quarter 1979 rate of 85 percent to 88 percent in the third quarter Fiscal Year 1980. The percentage of clubs that would have been profitable without package beverage net income distribution increased to 70

percent in the third quarter Fiscal 1980 compared to 63 percent in the third quarter Fiscal 1979.

Club net income is used to help finance capital improvements. Package beverage income distributed to clubs is used to help finance capital improvements and pay costs of centralized support services.

Club system-operated package beverage stores provided \$1.45 million to installation morale support funds in the third quarter Fiscal Year

See RESULTS, pg. 12

## Slots slated for April installation

WASHINGTON—250 slot machines should be ready for installation in Army clubs at two communities in Germany during April 1981, based on the slot machine procurement schedule, officials said.

Plans are for 250 machines to be placed at the Frankfurt and Kaiserslautern Military Communities in West Germany during the first phase of a program to reinstate slot machines in overseas clubs and Armed Forces recreation centers where not in violation of local laws and status of forces agreements.

The Army machines are being procured by the Air Force which is also purchasing 275 machines for place-

See SLOTS, pg. 13

## MILPERCEN Club Section stresses personal attention

WASHINGTON—The recently formed Club Management Section at the US Army Military Personnel Center "is prepared to provide personnel assigned to the club management specialties with more personal attention for their professional development," according to MAJ Robert Shooner, Section Chief.

The Club Management Section intends to match the right club people with the right club jobs in a manner that improves the club system's ability to perform its mission while providing for proper professional development of soldiers who have chosen or elected the club management specialty, Shooner said.

He stressed that MILPERCEN is not an "unapproachable or unspeakable castle above the clouds that makes arbitrary decisions," since it is staffed with people who have been in the club and personnel business. In July 1980, the section reached its authorized staffing level. Shooner is well known throughout the club system as a former Director of the Club Management Course with 7 years of experience in club operations in Europe, Fort Knox, Ky, and Fort Harrison, Ind. MSG Robert Burns, professional development NCO, is

See CMS, pg. 3

## NAF employees— E-8 promo board update career referral forms

WASHINGTON—Nonappropriated fund employees in grade 7 and above are urged to update their employment application (DA 3433). A current form will improve chances for favorable consideration for lateral reassignment or promotion. Registration in the NAF Career Referral Program is mandatory. Send updated applications and a current job description to the HQDA, NAF Branch, Civilian Personnel Center, ATTN: PECC-NAF, Rm. 1N41, Hoffman Building II, 200 Stovall Street, Alexandria, VA 22332, AUTOVON 221-7762. This office has responsibility for filling all Army NAF positions grade UA-9 and above as well as key recreational positions at any grade level.

Program officials advise that applicants should differentiate between "duties," which are things you do on the job, "responsibilities," which are job areas in which you exercise independence and judgment, and "accomplishments" which are substantial contributions you have made to the organization. Be descriptive of how you do what you do. Don't fill up your application with the size and mission of your organization or your group's projects. You only receive credit for skill and experience. **ah**

WASHINGTON—An E-8 promotion board is slated to meet at Fort Benjamin Harrison, Indiana in late October to select over 3,000 master sergeants, announced MILPERCEN officials. Eligible E-7s on active duty with a date of rank (DOR) before Oct. 31, 1975 will be considered in the primary zone. Those with a DOR between Nov. 1, 1975 and July 31, 1977 will be considered in the secondary zone.

To be eligible, soldiers must have a basic enlisted date (BED) before May 1, 1973, a high school diploma or GED equivalent and must not be restricted from promotion by paragraphs 7-37 and 7-31 in AR 600-200.

In addition to selecting E-7s for promotion, the board will also identify unsatisfactory performers through the qualitative management program (QMP). All E-7s with a DOR before August 1, 1977 will be screened under QMP unless they are already on the E-8 list, have been barred from reenlistment or have an approved retirement date on or before January 1, 1981. Special Senior Enlisted Efficiency Reports (SEER) should not be submitted solely because a soldier is in the zone of consideration.

However, soldiers may submit a "complete the record" SEER if they have completed three months in their current duty assignment as of July 31, 1980, explained officials. These

reports must be processed through local MILPO and sent to Commander, US Army Enlisted Records and Evaluation Center, ATTN: PCRE-RE, Ft. Benjamin Harrison, Ind. 46249, by Sept. 28, 1980.

Individuals should always insure that their personnel records and photographs are current, said officials.

E-7s in the zones of consideration may review their records by writing to CDR, USAFREC, ATTN: PCRE-RF-I, Ft. Benjamin Harrison, Ind. 46249 for a microfiche copy of their official military personnel file (OMPF). **ah**

## Lee clubs cite 18

FT LEE, VA—Eighteen club system employees here received outstanding performance awards recently from Fort Lee Chief of Staff, COL Herbert L. White.

White commended the employees for their "big contribution" in supporting "a very important aspect of our military life." The employee with the greatest length of service was package beverage branch employee **Mary E. Smith**. Smith has worked at the club system for 36 years.

Others recognized for their outstanding work performance were: Administrative Support Branch—Virginia B. Bernardo, Rebecca B. Hutto, Leslie H. Lanning, Estill S. Millirons, Thomas E. Stretcher and Deborah A. Summerville; Officers Club—Annie W. Brown, Theresa L. Moore, James E. Davis, Elfriede Jackson, Uta M. LaMarr, and Mary E. Parson; NCO Club—Doris R. Bigham and Linda L. Henson; Package Beverage Branch—Gladys T. Browder, Robert W. Jones, and Corinthia L. Sutherland. **ah**

## Agreement hikes German LNs cost

FRANKFURT, W. GERMANY—A new tariff agreement has increased costs and benefits for local national employees of US Army Europe non-appropriated fund activities.

The change will increase wages by 6.7 to 6.9 percent for certain categories of employees, reduce working hours and increase the number of days off allowed to local national employees. Charges for subsistence and apprentice rates also were increased by the new agreement. **ah**

### Personnel tip

WASHINGTON—With the creation of the Club Management Section, MILPERCEN, the Army Host will regularly feature information on club personnel matters.

### Send those preference statements

MILPERCEN Club Management Section people need to receive volunteer preference statements in time to do any good for club managers. Complaints are heard from club managers who receive new assignments just two months before their PCS date. This occurs because communication with individual club managers has not been possible. Send preference statements not later than eight months before the expected rotation date, to CDR, MILPERCEN, ATTN: DAPC-OPA-C, 200 Stovall St., Alexandria, VA 22332. **ah**



## November 1, deadline Carroll Award procedures change

WASHINGTON—Installations may now submit more than one nomination in each category for the James A. Carroll, Jr. Award for Excellence in Club Management, according to a change in the DA Circular 672-80-1 which outlines nominating requirements. Another change eliminates the requirement for nominations to include a citation for the nominee.

The circular was sent through normal Army channels and installation and area club managers provided copies in a special mailing. Nominations must be received at Department of the Army by November 1, 1980 and be for club management performance during fiscal year 1980.

The Carroll Award was instituted in 1976 to recognize club managers who have consistently performed in an outstanding manner. Awards are given in the categories of officer, warrant officer, noncommissioned officer, and civilian club managers. ah

CMS, from pg. 1

eager to answer questions. Burns holds the OOJ 50 and has been a club manager for 13 years. SFC M. John Zabko and Ms. Oliva round out the section with specialized experience in the personnel area. They urge club managers to call them with specific problems at AUTOVON 221-0232.

"With this assembled club background and personnel expertise, we will intensify personnel management of club managers," Shooner said.

"We are considering assignment preference statements, position requirements, individual qualifications and overall financial stability and posture of a club before assignments are made," he said. Shooner cautioned that there is no way to assign all club managers to the places they want to go, but pledged that the section will do its best to provide the best assignments possible.

On another upbeat note, Shooner and his staff extend wishes for "high sales, low expenses and happy members... and the assignment you want." ah

## MDW Clubs value employee awards

WASHINGTON—Club Managers at the Military District of Washington have found that employee recognition can boost morale and motivate employees to continue excelling.

A recognition program provides certificates of service for each 5 year period, pins for 10, 15, 20 or more years service and, at times, a step increase for sustained superior performance, according to MDW club officials.

The NAF civilian personnel office provides all certificates and frames and the installation club manager presents the certificates at a formal ceremony... along with the occasional monetary rewards and citations for outstanding performance.

The most recent recipients of the cash awards were to Marie B. Price, Fort Myer, VA, NCO/Enlisted Club Catering Manager for 9 years of dedicated work and to Andrew "George" Baciak, Club Operations Clerk for his 8 years at the club during which he provided "major improvements in internal control and inventory management." ah

## Managers sought

WASHINGTON—The Army is seeking applicants for its club management career program for E-5s, E-6s, and E-7s.

The program provides for on-the-job training throughout the manager's career after graduation from the Club Management Course, reinforced with an Executive Club Management Course for those who qualify, along with continuing education workshops and seminars.

To qualify, applicants must have less than 16 years of service. Previous experience in food service, business administration, and financial management will also aid entry to the career program. Consult AR 614-200, Chapter 7, Section VIII before submitting applications through channels to: Commander, MILPERCEN, ATTN: DAPC-OPA-C, 200 Stovall Street, Alexandria, VA 22332. ah

## Beerthuis on command list

WASHINGTON—Congratulations to LTC Mark A. Beerthuis, Camp Humphreys, Korea Area Club Manager for his selection for the battalion level command list. Beerthuis holds special codes (SC) 92 and 43.

DA selection boards will meet beginning in November to consider eligible O-5s and promotable majors for FY 82 command vacancies, say MILPERCEN officials. Officers should contact their local military personnel office for information. ah



Mona was one of several Pacific lovelies who graced the floor show, *Pearls of the Pacific* at the Fort Leonard Wood, Mo. NCO Club. The Club served a Hawaiian buffet before the show. ah

## **MWR crimewatch**

Collusion between a bingo caller, cashier, and player was uncovered at a stateside club by the Army Criminal Investigation Division. The bingo caller, an assistant club manager, provided the bingo cashier with pre-selected bingo cards which were to be sold to a designated player. The bingo caller, having previously recorded the bingo numbers of the pre-selected card, would then call those numbers necessary for the player to win regardless of whether the caller had actually drawn those numbers. The caller was careful not to expose the number on the bingo ball. This had apparently been going on for three to four months. The same player was winning one or two games per night. Management could have prevented the incidents if they had reviewed the bingo prize sheets and identified that there were recurring winners and that the same bingo caller and cashier were always involved.

Another type of bingo fraud was uncovered by the USACIDC at a stateside NCO club. An enlisted man and his wife illegally won about \$17,000 in bingo prizes, including an automobile and \$5,000 in cash. The couple had altered bingo cards by pasting numbers cut out from bingo cards onto other cards. They used a standard bingo ink dauber to obscure the "cut and paste" operations.

### **Entertainment cover charges**

Investigation revealed that two masters-at-arms were pocketing the cover charge receipts. It was uncovered after the cashier reported to the manager that the dollar amount of admissions did not correspond to the number of people in the club's disco. Further investigation revealed that the MA's would delay or bunch customers at the door and walk among them collecting door charges to seemingly speed-up entry. The MA's would later ring up on the cash register a portion of the cover charges collected. This could have been prevented by tighter management and better internal control procedures.

AR 230-9 requires that all cash receipts be recorded when received. Either visual cash registers, preferably with kick-out tapes, should be used or all remittances should be recorded on a prenumbered receipt voucher. Management can take action to prevent this type of fraud by: monitoring cash collected from the door, count patrons and reconcile the two; get club members used to expecting a receipt for all payments, and to insist on a receipt when one is not furnished. Patrons will be more likely to demand a receipt when they perceive a tangible personal benefit, for example, a door prize drawing using the receipt.

### **Theft and sale of membership cards**

A master-at-arms stole blank membership cards and sold them to people ineligible for club membership. This occurred at another stateside installation. Membership cards should be treated as money, kept under lock and key. Cards should be prenumbered, issued under signature, and the remaining cards reconciled to cash receipts.

### **Carnival Fraud**

The USACIDC uncovered fraud at a carnival held at an Army installation in the United States, resulting in the arrest of 18 people and seizure of 174 gaming devices. The fraud involved rigging of games to reduce or eliminate chances of winning. Such popular games as the "swinger," "bushel basket," "coins toss into dishes," "ring toss," and "carnival wheel," were among many games found to be rigged. Installation activities should coordinate with their provost marshal or security officers and supporting USACIDC prior to contracting carnivals or similar events.

### **Worthless checks**

In Korea, a person wrote worthless checks totalling \$2,135 at various NCO clubs and PXs.

A coordinated effort by the Aberdeen Proving Ground (APG), Md. ICM, CCAMD, and Fort Detrick club managers and military police resulted in the arrest at the Fort Detrick Community Club of a person suspected of cashing \$1,500 of worthless checks at Fort Meade, Md., APG, Fort Detrick, Md. and Andrews Air Force Base.

### **Larcenies**

Thieves broke a window to get to an unsecured safe at the Fort Benning, Ga. Officers' Club and stole three strong boxes and two money bags containing \$17,685 in checks and \$7,830 in cash.

\$747 was stolen from an unsecured safe at the Crosswinds Enlisted and Civilians' Club, Oakland Army Base, Calif.

Thieves forcibly entered a Fort Bragg, N.C. club three-way safe and took \$5,300.

Over \$23,000 worth of merchandise was reported stolen from US Army, Europe Audio/Photo Clubs since June 1980.

Two people forced clerks at knife-point to open a safe, taking over \$1,000 from the Clark Hill Military Recreation Center, Ga.

### **Cash shortages**

Club receipts did not match daily activity reports, indicating a \$1,000 shortage in a stateside club.

\$821 was reported missing from the receipts of the US Military Academy Cadet Restaurant. ah

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## **Army comptroller on Quality of Life**

"The Quality of Life provided for soldiers and their dependents has a direct impact on the Army's ability to man the force with well-trained and committed soldiers and on the near-term readiness of those forces. The Army acknowledges the obligation to provide for the needs of the total Army community in order to foster commitment to service and personal readiness to fulfill military requirements. The Quality of Life concept recognizes that commitment is a reciprocal process—the Army to the soldier and the soldier to the Army. ah

**LTG Richard L. West**  
**Comptroller of the Army**



# Audit findings

*Recurring findings of auditors who visit club systems.*

## Excess cash

Excess cash levels were maintained at clubs. Army Regulations 37-103 and 230-1 (The Nonappropriated Fund System) require that action be taken to ensure that maximum return is obtained from cash not required for daily operations. When excess cash is available, nonappropriated fund activities should invest in the DA Nonappropriated Fund Central Investment Program (CIP). Funds placed with the CIP are invested in Federal Government agency securities, and insured deposits with banks and savings and loan associations. Depositors receive interest from the day of deposit to the day of withdrawal and are permitted to make deposits and withdrawals at any time and in any amount.

## Sensitive item accountability

Daily sales accountability statements for sensitive food items were not prepared. AR 230-65, (Nonappropriated Funds: Accounting and Budgeting Procedures) requires that sales accountability statements be prepared daily for sensitive food items. The statements provide for a comparison between the retail sales values of sensitive food items consumed and sensitive food items sold per the guest checks. Significant variances between items consumed and items sold are to be reviewed and explained on the statements. Taking of accurate physical inventories and proper accounting for bulk meat cuttings and guest checks are essential elements needed for the preparation and analyses of accountability statements.

## Fixed asset inventories

Fixed asset inventories were not properly conducted. Procedures as prescribed in AR 230-65 should be followed when conducting fixed asset inventories.

## Bar and package store sales accountability

Accountability statements for bar operations and package beverage stores were not properly prepared. AR 230-65 requires that sales accountability statements be prepared daily for each accountable bartender and weekly for package beverage stores. Analyses of these statements enable management to determine if all revenue and merchandise are properly accounted for. The analyses involve comparisons of the retail sales value of merchandise consumed with recorded sales. Variances between expected and recorded sales should be reviewed and the causes corrected. **ah**

# Policy

## Retirees on councils

Several installation commanders have requested exceptions to policy (Interim Change 102, AR 230-1) to allow retirees to serve on the NAFI councils. These requests cannot be approved because of requirements of a recently implemented public law. Because there are many installations where retired and dependent personnel are a vital part of the installation NAF activities, Department of the Army is currently attempting to propose legislation to amend the law to enable retirees to serve on NAF councils. There are other alternatives for retirees wishing to exercise a voice in the management of their NAF activities. These include an active suggestion program, membership surveys, and open meetings of the nongoverning club council. Retirees may also be represented by designating a retired club member to the council who is also a full-time appropriated fund or nonappropriated fund civilian employee.

## Private organization bingo

A private organization at an installation wanted to have bingo games

which were in violation of the state law. The request for exception to AR 210-1 was denied because Army approval for private organizations to operate on military installations does not constitute extension of jurisdictional immunity or exception from restrictions imposed by state or local laws. However, this immunity is extended to the Army and its nonappropriated fund activities which are instrumentalities of the Federal Government. **ah**

## ...in a ringer

*Watch what you sign.*

**WASHINGTON**—Recently, a club manager liked a product so much that he decided to write the company and tell them.

He shouldn't have.

The letter, on official Army stationery, later appeared in an advertisement for the product along with reproductions of other letters "endorsing" the product from private sector restaurant operators.

This situation, whether inadvertent or not, and the trouble the manager found himself in, points up the need for club managers to abide by AR 600-50, Standards of Conduct, which requires an individual to "exercise a high degree of propriety and avoid any action that could result in or reasonably be expected to create the appearance of losing independence or impartiality, using public office for private gain, or giving preferential treatment to any person or entity. **ah**

## Glad you asked

**Are the provisions of the Small Business Act applicable to Army NAF procurement?**

Provisions of the Small Business Act are not applicable to Army NAF procurement. However, contracting personnel shall assure that small and minority firms are given every opportunity to compete for NAF requirements.

**Should a soldier who possess orders promoting him or her to E-5 be allowed to purchase a club card for a club for E-5s through E-9s even though his I.D. card says E-4?**

Yes, when promotion orders are presented with an I.D. card, the soldier should be provided club membership eligibility to the promotable rank. **ah**

## Club consolidation seen key to Fulda firm financial footing

FULDA, W. GERMANY—The enlisted club here closed recently in a club consolidation effort that left one club for E-1s through E-9s and a combined senior enlisted and officers' club and a disco center open just on weekends.

"Under the three separate clubs concept, we were not doing well financially," said CW2 Herbert P. Peterson, Area Club Manager, "Business is not quite the same here as it is at other places where there are lots of soldiers stationed," he added, referring to field training exercises and Iron Curtain patrols which regularly take Fulda troops away from the clubs.

Peterson expects better service to result from the consolidation moves with more volume in the two remaining clubs.

### AAFES snack bar to be enlisted club

REDSTONE ARSENAL, AL—An AAFES snack bar, the Apollo Inn, has been closed for a \$100,000 renovation. When it opens in several months, it will be an enlisted club.

Planning for the renovation and change of management began last November. Arsenal officials say their aim is to provide junior enlisted people with a more attractive facility that provides better food and services.

According to Sherman O. Ayers of the installation club manager's office, the renovation will enlarge the snack bar to make room for a lounge and separate dining room. Also slated for the club is a limited menu of fried chicken, steak, shrimp, pizza, and a variety of sandwiches. Ayers expects there will be no dues at the new club since existing NCO/enlisted clubs charge no dues.

AAFES officials do not consider the closing of the snack bar a financial loss. "We were making a profit there, but if we kept it we would have had to put a considerable amount of money into remodeling and equipment to bring it up to AAFES standards," said Redstone Arsenal Exchange Management Joe Robin-

The consolidation has been well received by community members, with one of the most popular club system features being the "Border Disco." Open only on Fridays and Saturdays from 8 p.m. to 4 a.m., all ranks can enjoy the disco for a \$2 cover charge. The Border Disco now occupies the old enlisted club which was completely renovated prior to the opening. Management plans other Border Disco improvements such as a larger dance floor and improved lounge, Peterson said.

Club officials also hope that a tight dress code (no jeans, sweat shirts, athletic clothing, halter tops or military uniforms) at the disco will make the club a place where people can take their spouses and dates without worrying about being harassed.

"People just seem to act better when they dress up."

The major change in the operations of the new all-ranks enlisted club has been elimination of lunch. Enlisted people may now eat lunch at the Frontier Community Club, formerly open only to officers and civilians, Peterson said.

Senior NCOs now have the choice of either becoming a member of the Frontier Club, with monthly dues of \$6 to \$12, or the Enlisted Club with a \$2 monthly dues charge, or both according—to Fulda club officials.

The Frontier Club now has a separate lounge for senior enlisted and officers with joint dining.

If the new system works for Fulda, Bad Hersfeld clubs may try a similar system, officials said. ah

### Pusan club has unique past



PUSAN, S. KOREA—The Pusan Officers' Club is located in the Hialeah Compound which was a horse racing track during the Japanese occupation of South Korea prior to and during World War II. The dining room served as the betting room for the race track. The race track has been paved over but is still in evidence. During World War II, anti-aircraft guns were mounted on the club's roof. The Pusan Club System enjoys the longest unbroken business history of any club in Korea since it was located inside the Pusan Perimeter during the Korean War and survived intact. ah

son. "That would have made it a loss operation."

Arsenal officials aren't satisfied with the facilities now available for junior enlisted soldiers, sailors, airmen, and marines and they have decided to keep the NCO Club open to enlisted until the renovation is completed. Remarked Ayers: "There is no question that we will provide for

the morale and welfare needs of the junior soldiers no matter what facilities we have to use." ah

### NCO club boosts slate

FORT MCPHERSON, GA—The Fort McPherson and Fort Gillem NCO Clubs are offering membership buffets along with increased disco and live entertainment. ah



## Steaks in a land of schnitzel

**HEIDELBERG, W. GERMANY—**Good American food can be hard to come by in a land of schnitzel and wurst. And it can be very difficult for an American Army club to beat the Germans at their own cuisine.

**SFC Bob Boyd**, doesn't even try. At his Country Club Inn, located at the Heidelberg Golf and Sports Club in Oftersheim, he serves good old American beef—and lots of it.

For \$9.50 to \$12.00, an American soldier can feast on a 8 oz. filet mignon to an 18 oz. porterhouse steak dinner that includes soup, potatoes, vegetables, rolls or home-baked bread, salad bar, and beverages.

Boyd, a 16-year club management veteran, buys his beef at the commissary but relies on the culinary talent of the Inn's chef, **Thomas Samuel**, to make the steaks better than home-cooked meals.

"The meal you get here for \$30 (per couple, including wine and desert), you'd pay \$40 at a fancy German restaurant," Boyd said. Boyd is almost evangelistic as he talks about his efforts (and those of his assistant manager, **SFC Ken Pirwitz**) to make the Country Club Inn "the place to go." "I honestly think we serve the best meal of any military club in town," says Boyd who pledges to serve a



**"Country Club Inn" waitress, Rita Warburton, prepared to serve a sizzling 18 oz. porterhouse steak and all the trimmings while restaurant manager, SFC Bob Boyd, shows off a loaf of fresh-baked home-made bread that will soon be sliced and served to customers. The restaurant, part of the Heidelberg Club System, is located near Oftersheim, about five miles from Heidelberg.**

large, well-prepared meal expertly and quickly.

Besides the steak selection, the

club also features breakfast and lunch, and "Build Your Own" sandwiches with soup and salad. ah

*Adapted from "Good steaks in the land of Schnitzel" by Michael Mower, staff writer for the Heidelberg Herald Post.*

## Depot officers' club moves to increase member services

**LETTERKENNY ARMY DEPOT, PA—**Merle Plough's barn has seen a lot of changes in 40 years. Through three wars and the intervening years of peace the barn has sat overlooking the depot. Outwardly, it hasn't changed; internally, it has.

Today the barn serves as home for the Letterkenny Officers' Club. Stalls and haylofts have given way to dining rooms and a dance floor. And the sounds of animals have been replaced by the hum of social conversation and evening entertainment.

Trying to make club membership rewarding to as many members as possible is the day-do-day responsibility of **Fred Sheely**, Installation Club Manager. Sheely, who came to the depot in February, has been concentrating on improving service at the club.



**Merle Plough's barn as it looked 40 years ago. It now houses the Letterkenny Army Depot Officers' Club.**

"We've been able to make a number of general improvements in the services and activities we offer," Sheely said.

"We've increased the number and types of beverages we serve in the bar. And at the same time, with the purchase of new equipment, we've

been able to speed up service."

"As far as activities go, we've expanded our operating hours and established several monthly and weekly events," he continued.

"In addition, the club is available to members for special banquets and luncheons," Sheely said. ah

## T-shirt contests not all wet



**FORT HUACHUCA, AZ**—An “Outlandish T-shirt contest” at the Lakeside Officers’ Club here drew 250 officers of the US Army Intelligence Center and school. Above, partners fill their T-shirts with do-it-yourself tacos while others dance. T-shirt awards were given out in categories of most unique, more refreshing, most subtle, most intellectual, and most thought provoking. The winners were dubious since T-shirts donned by the judges indicated that each could be bribed—for a price. **ah**

## Miss USA at DMZ

**300 METERS FROM THE DMZ**—MSG Jerald R. Durrance reluctantly agreed to take time from his busy schedule as Branch Manager of the 2nd Inf Div Club System to allow Miss Shawn Weatherly, 1980 Miss USA and Miss Universe to pose with him (She’s the one on the left). Shawn came over 10,000 miles to see Durrance and have her picture taken with him. She said the photo was for her kid brother. Jerry prominently displayed his wedding ring so that Shawn wouldn’t get any wrong ideas. Shawn was one of a troupe of beauties on hand for the Miss Universe Pageant held in Seoul S. Korea recently.

She went on to take the Miss Universe title. She later admitted to Bob Barker, the Pageant’s Master of Ceremonies, that the thrill of having her picture taken with Durrance inspired her to work hard at capturing the Miss Universe title and going forth to spread good will and peace throughout the world. The photo was taken at the Sanctuary Club, located 300 meters from the Demilitarized Zone between North and South Korea. The Club is managed by Mr. U. Pyong Kwan. The US Army assumed control for the club, from the South Korean Army. It averages \$20,000 per month in sales. **ah**



## Star trek

*PFC is NCO club DJ*

**FORT BRAGG, NC**—There are other ways to reach for the stars in today’s Army without aspiring to be a general officer, and **PFC Kay L. Battershell**, a field medic assigned to the 28th Combat Support Hospital here, has found one of these.

Known to her fans as “Lady Rock,” Battershell spins a mixture of disco and country western music at Fort Bragg’s All American Club.

Before, she was just one of the many patrons who frequented the club. She talked to the DJ, **Sgt. Daniel Walington**, (known as “Gator Slim” by club regulars), and he thought it would be a “good idea to have a female DJ,” Battershell recalled. After Walington cleared it with the club manager, Battershell was labeled “Lady Rock,” launching her career in spinning records.

“At first, I thought I couldn’t learn to operate all of the equipment because everything looked so complicated. But once you’ve got the hang of it, it’s easy,” she explained.

Battershell said that the most important steps to becoming a good DJ are “getting the people under control, trying to please all the listeners and doing the best you can. After a while, you’re a star,” joked “Lady Rock.”



## Benning management wants to serve

**FORT BENNING, GA**—Enlisted soldiers dance it up at the Fort Benning "Hidden Door" Enlisted Club. Since January, the club's manager has been Al Gelineau. "We've started many programs to draw enlisted soldiers in. These include draft beer night on Thursday, a rock and roll band on Sunday afternoons and fashion shows." One problem facing management is attracting permanent party soldiers at Fort Benning. Most of the club patrons are trainees. Management is testing the market and plans to offer more programs to attract the permanent party clientele. Gelineau expects, that once the soldiers see what the club has to offer, participation will increase. **ah**

*Adapted from "EM club goes rock-and-roll" by Tim Bolvin, staff writer for the Fort Benning Bayonet.*



*Bolvin*

## Culinary Course Dates

**PATUXENT RIVER NAVAL AIR STATION, MD**—The Armed Forces Culinary Course at the Naval Special Services Administrative Activity (NSSAA) announced dates for courses through September 1981.

Location	Date	Location	Date
NSSAA	6 Oct-17 Oct 80	Pacific	6 Apr-17 Apr 81
NSSAA	10 Nov-21 Nov 80	NSSAA	15 Jun-26 Jun 81
NSSAA	26 Jan- 6 Feb 81	Europe	20 Jul-31 Jul 81
NSSAA	23 Feb- 6 Mar 81	Europe	3 Aug-17 Aug 81
Pacific	23 Mar- 3 Apr 81	NSSAA	14 Sep-25 Sep 81

The AFCC is a joint service course designed to upgrade the quality of food in military clubs. Any qualified person, employed in food preparation and management at a military club, may apply for attendance at the course through his or her installation training officer. Applications are approved by the Club and Community Activities Management Directorate, TAGO and names of prospective attendees are forwarded to the Naval Special Services Administrative Activity which conducts the course.

Attendees are notified through normal club administrative channels at least 30 days in advance of their attendance, giving them plenty of time for preparation of travel orders. Club systems sponsoring attendees are responsible only for travel

expenses to and from the site and reduced per diem costs... reduced because military billeting and meals are provided at Patuxent River Naval Air Station. Other details are provided in an information packet that is furnished each attendee with the approval notice.

Since 1977, 197 Army people have graduated from the AFCC and similar culinary courses. **ah**

## APG club upgrade

**ABERDEEN PROVING GROUND, MD**—Improvements to the enlisted club here will begin later this year, according to club officials.

The improvements will include new floors and wall covers, more seating, and a better game room and bar, said Hilary DeLoach, installa-

## Club Menu Contest

**WASHINGTON**—Army club managers in the United States are urged to enter the Army Club Menu Competition at the annual Club and Community Activities Management Directorate's US Regional workshop to be held in Washington, DC, December 2-5.

A panel of distinguished judges will evaluate all menus for originality, content, layout, and merchandizing marketing potential. Winners in various categories will be honored at the shop's banquet and certificates will be presented. Outstanding menus will be displayed. Winners will also be provided with Army Club Menu Outstanding award stickers which can be affixed to club menus.

Copies of club menus (breakfast, lunch, and dinner) should be submitted to HQDA (DAAG-CM), Washington, DC 20310 on or before October 15, along with two copies of a current banquet and party brochure. A special award will be given for composition excellence and display of banquet and party offerings. **ah**

tion club manager.

The club system is also planning to build a new NCO club. **ah**

## 94% US sites have NAFISS, pay service seen improving

**FORT HARRISON, IN**—94 percent of the Army installations in the United States are at least partially operational under the Nonappropriated Funds Information Standard System (NAFISS), according to officials at the US Army Finance and Accounting Center (USAFAC) here.

The automatic accounting system was introduced in November 1977 to improve efficiency and accuracy and reduce costs. While most Army Forces and Training and Doctrine Command installations are using their own accounting offices and computers to perform the NAFISS function, most Army Development and Readiness Command (DARCOM) installations are having their NAF accounting satellited at Red River Army Depot, Texas, and Sacramento Army Depot, Calif. Other DARCOM installations have abolished their central accounting offices.

Some Army communities in Europe are operating under the NAFISS, but progress there is being slowed because of limited computer support. NAFISS experts say that competent central accounting office people and adequate computer support are keys to the program's success.

Officials hope that program refinements and improved CAO training materials will ease further NAFISS implementation and improve CAO service to NAF activities. Advances include development of programed texts for NAFISS users and standard operating procedures for central accounting personnel. A series of changes are also being incorporated into NAFISS software.

USAFAC officials say that they are looking at better computer technology which has potential to eliminate time-consuming and costly key-punching and coding of sheets which is now necessary to input to the computer. Time-sharing is also being considered.

NAFISS and improved central accounting operations have produced considerable savings to NAF activities. For example, the cost of accounting for Army clubs during

fiscal year 1979 was \$6.7 million compared to \$6.8 million for 1978. The savings are especially significant considering increasing central accounting wages and other expense hikes.

### Pay system improving

Meanwhile, the Central NAF Payroll System, located at Red River Army Depot, is fully implemented stateside, with plans to bring it to some Army sites overseas in the coming year. The payroll system produced some headaches for NAF activity managers as it was implemented but problems appear to be dissipating as the program is firmly instituted.

Initially, managers complained of inaccuracy and problems in reconciling errors, excessive time spent preparing payroll input, and delayed paychecks, but preliminary results of a USAFAC survey of 20,000 NAF employee and fund managers, issued to measure system effectiveness, indicate that the system is performing its intended mission: lower cost, better service and improved accuracy.

There is currently an error rate of less than one percent, according to USAFAC officials, which is far better than the error rate for appropriated fund paychecks. USAFAC

over \$450,000 to \$500,000 each year, according to officials. It now costs \$.90 to issue a NAF employee a paycheck compared to as much as \$3.50 prior to centralized pay. Also, employees who were busy "loading" new NAF activities are now being assigned to quality control and other processing positions, a move that should continue to improve system performance.

The Finance and Accounting Center in US Army Europe is preparing to adopt a pay program identical to the stateside system in early 1981. US NAF employees in Panama, and South Korea will be paid from Red River Army Depot by the end of 1980.

In another payroll development, USAFAC assumed the central payroll function from Red River Army Depot where the office now has a tenant relationship with the Depot instead of being under the direct control of the Depot commander.

Under the USAFAC's payroll system, the CAO no longer computes payroll. Activity managers provide data on preprinted forms which are transferred and processed on computers at Red River Depot. The CAO serves as an intermediary for accumulating and forwarding attendance

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***...program refinements and improved CAO training materials will ease further NAFISS implementation and improve CAO service...***

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officials say that arrangements can be made with central accounting offices to pay employees two weeks after they are hired. They also say that the system enforces discipline in NAF employee pay that didn't exist before and attribute some NAF manager complaints to reluctance to follow proper payroll procedures.

USAFAC is committed to making the system work and point to added staffing, better training, improved procedures, simpler forms and other moves slated to provide better response and accuracy while saving Army NAF activities collectively

cards, receiving and distributing checks, earnings and leave statements, and related computer listings.

Central payroll officials say that implementation of the system surfaced numerous NAF personnel pay and leave problems at some installations.

The officials maintained that only five of 94 installations now on the central system were paying employees "in strict compliance with regulations" with insufficient pay documentation being the common abuse.



# Package stores: \$1.45 million to MSFs in 3d quarter FY 80

WASHINGTON—The 71 Army installation club system-operated package beverage branches increased distribution to installation morale support funds by 293 percent or \$1.08 million in the third quarter Fiscal Year 1980 compared to the same year earlier period.

The package stores, operated by the installation club system as separate fiscal entities open to all eligible patrons, had third quarter Fiscal Year 1980 total revenue of \$27.01 million, up \$2.9 million or 12 percent from the year-earlier period. Net income increased \$780,000 or 23 percent to \$4.17 million, 15.4 percent of revenue compared to 14.1 percent a year earlier.

34.8 percent of package beverage store profits in the US and Far East or \$1.45 million were distributed to installation morale support funds with 65.2 percent going to support club capital expenditures and administrative support expenses.

39.2 percent of the third quarter 1980 package store profits of \$3.48 million in the US were distributed to installation morale, welfare and recreation activities other than clubs while 10.3 percent of the \$667,000 package store profits in Korea and 80 percent of the \$22,762 package store

profits in Japan were distributed to morale support activities.

Fiscal Year 1981 Department of the Army budget guidance calls for a minimum of 30 percent of package store profits to be distributed to installation morale support funds.

Based on past revenue trends, this could mean that distribution to MSFs in the US and the Far East could increase by 50 percent in Fiscal Year 1981.

Package store revenue in the third quarter Fiscal Year 1980 increased in virtually every major Army command with Army Development and Readiness Command posting the largest percentage gains. Revenue increased by nearly \$1.27 million in US Army Forces Command while net income rose \$337,000 during the third quarter Fiscal Year 1980 compared to 1979. Training and Doctrine Command package beverage store revenue increased \$891,000 or 12.7 percent with net income up \$189,000 to \$1.17 million. Army Development and Readiness Command package beverage store package stores had revenue of \$2.28 million, up from \$1.92 million a year earlier while net income rose \$74,000 to \$357,000 or 15.7 percent of revenue. Revenue also increased in Eighth Army by

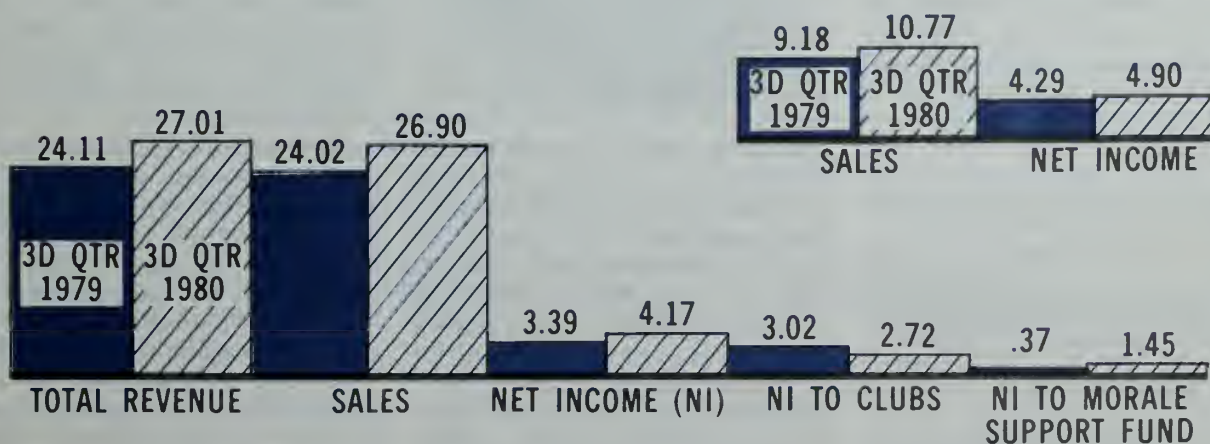
\$127,000 to \$3.34 million while net income increased by \$111,000 to \$667,000 or 19.5 percent of total revenue.

## Class VI Agency

The 90 package stores operated by the US Army, Europe Class VI Agency had sales of \$10.77 million in the third quarter 1980, up \$955,468 or 9.7 percent from \$9,807,716 in the third quarter 1979. Third quarter USAREUR Class VI Agency net income was \$4.9 million, 45.5 percent of sales, a \$610,842 increase over the same year earlier period. Army clubs in Europe receive a share of Class VI earnings to support club administrative costs and capital expenditures. Other Class VI earnings are distributed to the USAREUR Morale Support Fund.

Besides the amount distributed to clubs, package beverage store earnings are used to finance local installation morale support programs. Since installations with package stores are able to finance a greater share of their own morale support programs, they require less money from other Army MWR sources which, in turn, allows more money to be allocated for capital expenditures and construction of new MWR facilities. ah

## Club System—operated package beverage stores (\$ millions)



## RESULTS, from page 1

1980 compared to \$369,000 in the same 1979 period, a 293 percent increase.

This reflected a change in Department of the Army policy on distribution of package beverage store profits in line with DOD policies. Whereas club systems were allowed to retain up to 95 percent of package store net income in 1979, they were required to distribute 22.5 percent of the net income in the US and Panama to the installation morale support funds in 1980. In US Army Europe, Class VI Agency net income distribution is used to support club construction and renovation loans and some central administrative expenses such as accounting and personnel office costs. In Japan and Korea, all package store net income formerly went only to clubs whereas now a share of this income goes to the MSF.

## USAREUR

USAREUR clubs posted the greatest revenue, sales, and net income gains with the largest share provided by NCO/enlisted clubs. Total sales were up 18.1 percent to \$17.62 million, revenue increased 19.6 percent to \$22.44 million and net income rose 76.4 percent to \$2.22 million or 9.9 percent of revenue compared to 6.7 percent a year earlier.

## Military Traffic Management Command

Significant third quarter advances were made in the Military Traffic Management Command Installations where a net loss of \$12,000 was turned into a net income of \$38,000 or 10.6 percent of revenue. Revenue rose 31.3 percent to \$361,000.

## Health Services

Health Services Command installations also had a good quarter compared to last year with net income increasing from 4.2 percent of revenue to 11.4 percent of revenue which also increased 15.5 percent.

## Eighth Army

Eighth Army NCO/enlisted clubs posted significant net income gains,

increasing to 9.2 percent of total revenue from 6.9 percent a year earlier but revenue was off 9.1 percent. Officer's club net income remained almost constant at 7.3 percent of revenue but revenue decreased and net income dollars decreased 10.6 percent.

## Training and Doctrine Command

Army Training and Doctrine Command clubs posted a 72.6 percent net income increase to 9.4 percent of total revenue and sales increased to \$7.39 million or to \$6.54 million compared to the third quarter last year.

## Forces Command

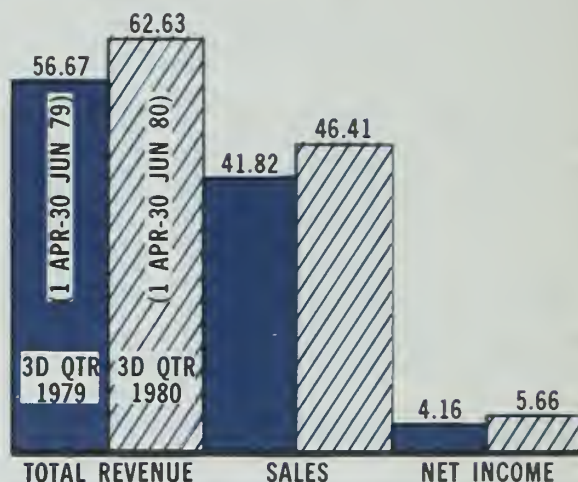
Army Forces Command clubs had revenue of \$13.24 million, a \$960,000 increase over third quarter fiscal year 1979 when revenue was \$12.28 million. Sales increased \$1.08 million or 12.9 percent but net income decreased to \$960,000 or 7.3 percent of revenue compared to \$1.14 million or 9.3 percent in the year-earlier period.

Army-wide, the club cost of goods was 39.6 percent of total sales in the third quarter 1980 while labor costs were 36.4 percent of revenue. Officers' Club cost of goods was 42.3 percent while NCO/enlisted club cost of goods was 37.2 percent. Consolidated clubs had a 44.7 percent cost of goods.

Officers' club dues made up 12.5 their percent of total revenue, down from last year when third quarter dues constituted 13.5 percent of the officers' club total revenue. NCO/enlisted club dues were 1.4 percent of revenue compared to 1.6 percent a year earlier.

Accounting costs for clubs Army-wide were \$1.67 million or 2.7 percent of revenue. Total support expenses were 17 percent of revenue

## CLUBS (\$MILLIONS)



for third quarter 1979 and 1980.

Army-wide, officers' club sales increased \$650,000 to \$16.37 million while total revenue increased 3.6 percent to \$22.33 million in the third quarter Fiscal Year 1980 compared to 1979. Package beverage net income distribution of \$881,000 is included in officers' club total quarterly revenue figures versus \$984,000 for the same 1979 period.

There was a \$227,000 decrease in package beverage net income distribution in the third quarter to NCO/enlisted clubs. These clubs increased revenue by \$3.75 million, 63.1 percent of the increase in NCO/enlisted club revenues was in overseas areas.

There were 37 community clubs in operation during the third quarter 1980 compared to 35 during the same year-earlier period. Community club net income increased \$234,000 to \$567,000 from third quarter 1979 compared to third quarter 1980 while revenue was up \$1.44 million to \$5.1 million and sales increased \$1.08 million to \$3.82 million, partially due to the increase in the number of community clubs from 35 to 37. ah



# CIP pays 18%

WASHINGTON—Nearly 1,000 individual nonappropriated fund activities realized third quarter earnings of 18 percent per annum on their investments in the Nonappropriated Fund Central Investment program operated by The Adjutant General's Office.

The high earnings were possible because investment officers at the Club and Community Activities Management Directorate, TAGO took advantage of unusual money market conditions.

Current market rates for one year investments are about 10 percent. The unprecedented dividends represent \$5.6 million credited to depositors, of which over \$2.3 million was directly attributable to capital gains resulting from portfolio management.

CIP officials predict that depositors will earn 15 percent per annum in the fourth quarter.

The NAF CIP provides Army NAF activities with an easily accessible and professionally-managed investment opportunity. The capital gains and regular interest earnings

are passed on to the individual NAF depositor.

Commanders and NAF custodians are encouraged to keep local NAF cash balances at the minimum necessary for daily operation. Cash excess to immediate requirements should be deposited in the NAF CIP where it earns interest from the day of deposit until the day of withdrawal.

TAGO investment officers advise that while a more favorable return may be available occasionally from short-term investments, the CIP, due to its size and flexibility, is able to weather market fluctuations and consistently has provided a better average return to depositors. ah

# Anthony coin push

WASHINGTON—The US Treasury is continuing to push the Susan B. Anthony dollar, despite widespread nonacceptance of the coin.

"We expected it would take three to five years to achieve widespread circulation," said Mint Director Stella Hackel. There are indications that the Treasury will enlist the support of some government agencies to

increase circulation of the coin and the military may be included in the circulation drive.

The Mint temporarily stopped circulation of the coin on March 31, 1980. By the end of January 1980, the Mint had produced 780 million "Susan B's," but only 270 million are in circulation. ah

# AAFES reports MWR dividends

DALLAS—\$50.8 million in AAFES earnings is expected to be distributed to Army morale, welfare and recreation programs in Fiscal Year 1980, according to officials. \$48.3 million was distributed in Fiscal Year 1979.

The increased dividends were due to higher than planned sales, favorable foreign exchange rates, and lower operating expenses. AAFES earnings are used to supplement funds appropriated by The Congress for Army and Air Force MWR programs and services and for needed AAFES construction. Since 1964 when AAFES began construction of its own facilities, more than \$470 million has been invested to build and improve PX's. ah

HONOLULU—Betsy M. Hino, Hale Koa Hotel, Armed Forces Recreation Center, Hawaii died of a heart attack at Queens Medical Center, Honolulu, Hawaii on June 27, 1980.

She had been with the Hale Koa since its opening in 1975 and served as Comptroller since 1976. Mrs. Hino was well-known throughout the hotel area for her professionalism and pleasant personality—always ready to lend a listening and understanding ear. She developed an accounting manual for Army hotels combining recognized American Hotel and Motel Association standards of accounting and Army accounting procedures.

Her contribution to the Hotel and to the lives of thousands of Hale Koa visitors will never be forgotten.

Survivors include her husband, Shigeru, and a son, James. ah

# Betsy M. Hino



up-to-date controls, officials stressed. For the Army, the machines will be paid for centrally by the Army Club Fund. Income from the machines will be used to support morale, welfare, and recreation facility improvement projects and programs, the officials added. ah

# Club occupies rec center

FT ORD, CA—The enlisted club here, formerly housed in an old dining facility, has been relocated at a post recreation center, according to club officials.

"The move was made to make the club more accessible for soldiers who don't have a car or the money to ride a cab," said Bob Brown, Deputy Installation Club Manager.

The old club, with a capacity of 250, was too small to accommodate weekend crowds and club manager Joe Sampson said that the larger facility will offer more activities for club members and wives along with offering more live entertainment. ah

SLOTS, from pg. 1

ment in clubs at Kadena Air Force Base, Japan; Clark AFB, The Philippines; and at the Sembach, Rhein Main, and Ramstein Air Bases in West Germany.

The slot machines will have tight, Army Host

# Coleman Club reopens

MANNHEIM, W. GERMANY—Wood paneling and a skillful blend of colors now greet members of the Coleman NCO/ENL Club following a long-awaited renovation. The 450-seat club is now the largest in the Mannheim Area Club System. ah

# Hanau goes taco loco

**HANAU, WEST GERMANY—**The Hanau Area Club System is adding three new taco stands to handle a seemingly insatiable soldier appetite for Mexican food.

Officers' Club manager 2LT Thomas L. McDonald, said that sales have increased over 50 percent in the food area because of the Mexican food demand as the Hanau warehouse issues over 60,000 taco shells monthly.

The mobile taco stands can be found all over Hanau where soldiers munch on chili dogs, taco burgers, enchiladas, jalapeno peppers, deli-sandwiches, and soft drinks.

Hanau managers say the key to taco mania is good merchandizing, letting the customer see the product being made, and putting the price list and publicity on colorful posters.

## Credit crunch

**FORT HARRISON, IN—**NAF fund managers can save money if they use the NAF Information Standard System (NAFISS) instead of a commercial credit card agreement for their accounts receivable. In fact, they can save enough to offset their overall central accounting costs, according to Army NAF officials.

The NAFISS accounts receivable subsystem normally costs less than two percent of charge sales and dues compared to commercial bank service charges as high as five percent, the official said. The commercial agreement may also have other costs that the NAFISS system does not. Some commercial credit card companies are charging the card holder \$15.00 per year just to have the card and some have started a \$.10 service charge each time a person uses the card. These costs do not exist under NAFISS, the official said.

They also pointed out that as charge sales increase, NAFISS costs (as a percentage) go down whereas the commercial card agreement keeps taking that flat percentage.

Finance officials note two examples of how money can be saved the NAFISS way:

Under NAFISS, The Fort Rucker Officers' Club costs for May 1980

Young soldiers like the offerings because they're inexpensive, of good quality, unique for Germany, and the stands are open late at night when other establishments are closed, Hanau officials said. ah

## No time for sergeants

**NEW YORK—**The Fort Knox Enlisted Club was featured on the "Cross Country" section of NBC's "Today Show."

The club received considerable national exposure after local newspapers recognized its unique status as the first club designed and built strictly for junior enlisted soldiers. "The Army has gone disco," said NBC's Roger O'Neil, adding "soldiers no longer have to go off post for entertainment" and "no officers and

drill sergeants are allowed in the club—a fact the soldiers like."

The segment included film of the club's \$25,000 disco. ah

## Storm damages Stewart club

**FT STEWART, GA—**A severe thunderstorm and possibly a tornado hit the newly-constructed \$3 million club here recently, causing over \$7,000 damage. There were no injuries. The building was insured by the Army's Risk Management Insurance Program (RIMP). ah

## Floyd Martell

**FT CARSON, CO—**Floyd Martell, Fort Carson NCO Club Branch Executive Chef died May 30, 1980. During his many years at the Fort Carson Club System, he contributed greatly toward improving food programs.

were \$4,080, instead of estimated \$8,092 under a commercial card

agreement with a four percent charge. This is illustrated below:

Members	3269
Charge Sales	\$110,535
Dues	24,845
Total	\$135,380
CAO Costs to Process accounts receivables	
Labor	\$ 738
Postage	466
Special Statements	92
Keypunch	181
Computer	75
Total	\$1,552
Per Member Statement	\$ .47
Commercial credit card company at 4%	
May Charges & Dues	\$ 135,380
	.04
	\$5,415.20
Less interest earned on immediate cash	611.00
Savings for May 80 = \$3,252. (\$4,804-\$1,552)	\$4,804.20

At Fort McClellan, Ala., the bank was charging the officers' club 2.48 percent to service 800 members. Total charges and dues for May 1980 were about \$15,000. NAFISS costs were \$250.00 compared to the \$372.00 costs had the bank been doing the receivables: a savings of \$122.00 or nearly 35 percent. Also,

under NAFISS, the Officers' Club was able to assess dues for the same month in which the member joined whereas with the commercial card agreement, some members did not get charged dues until they had been using the club for three months or more. ah



# FORSCOM providing tighter MSF management

**FORT MCPHERSON, GA—**Improved review and analysis of morale support fund (MSF) activities has come to Army Forces Command (FORSCOM) installations, according to FORSCOM headquarters officials.

Under the program, installation activities are asked to annually program income and expenses. Deviations from the budget are detected and corrective action directed from headquarters, the officials said.

The tighter management accountability came about because FORSCOM managers feel that appropriated fund resources are "severely constrained" and "inflation

continues to increase the cost of providing services to the soldier."

FORSCOM program managers hope that the tighter management will improve morale support services to the soldier and reduce cost.

Nonappropriated funds are used to supplement appropriated funds for Army morale support activities. These funds are derived from AAFES profits and fees which are charged to the soldier by the activities themselves. Traditionally, money appropriated by Congress has provided the lion's share of morale support dollars. However in recent years, the trend has been toward more soldier dollars picking up the

tab.

That's why FORSCOM managers are intensifying efforts to ensure that both appropriated fund and NAF soldier MSF dollars are well spent.

The officials went on to describe how FORSCOM is monitoring NSF NAF dollars.

Each year installations are requested to submit a phased quarterly cumulative program that projects income and expenses within the approved program. These projections take into account seasonal fluctuations and other variables. Programing may be updated quarterly. Actual performance of MSF activities is compared against the quarterly and annual projections using installation morale support fund statements. Comparisons are made separately for bowling centers, golf courses, MSF facilities with outstanding loans, and the total installation MSF. Subcategories of both income and expense are compared pointing up discrepancies in dollars and as a percent.

FORSCOM policies reflect DA guidance that all golf courses and bowling centers be 100 percent self-sustaining w/respect to NAF expenditures; that facilities with outstanding loans generate sufficient income to cover expenses with enough left over to pay back the loan; and the overall installation MSF be tailored to the budget. FORSCOM also requires that personnel expenses be within established ceilings and that the proper amount of installation package beverage net income is distributed to the MSF.

Managers analyze this data and significant trend deviations are brought to the attention of the FORSCOM installation which must review the disparities, explain discrepancies, or take corrective action. Installations are asked to take corrective actions and a MSF management assistance team is available to assist installations in improving operations. Also, installations that do a particularly good job of managing their MSF are commended through general officer correspondence from FORSCOM headquarters. ah

## "Club" Sandwich *A world record?*



**FRANKFURT, W. GERMANY—**Joe Kolegue (left), caterer at the Frankfurt Terrace Club, and baker Giuseppe Gebbia display part of what they hope will be listed as the world's biggest sandwich. Their 64 foot, 4 inch creation appeared on the front page of the July 28, 1980 issue of the European Stars and Stripes. Kolegue and Gebbia plan to claim the sandwich title in the Guinness Book of World Records. The huge hoagie was prepared to serve 600 people and was offered free to club members. It contained 35 pounds of Edam cheese, 36 pounds of ham, 27 pounds of turkey, 52 pounds of tomatoes, 24 pounds of lettuce, 16 pounds of tuna, 22 pounds of mayonnaise, 10 pounds of mustard, 20 pounds of American cheese, 11 pounds of horseradich, 90 pounds of Italian bread, 1,000 green and 1,000 black olives, 300 dill pickles, and 850 sweet pickles. (S&S, Wasser.) ah

## Beyond Disco—10 Steps

*There is more to proper recorded entertainment than meets the ear. Of course, to begin with, you need quality sound and lighting equipment... and there are a number of firms ready to consult with the entertainment-minded club manager on how to build and design an entertainment facility. It is generally accepted that a professional should be used for design and development of any sound and light system involving a substantial capital outlay. These consultants will most likely tell you that quality components and professional engineering and installation are basic ingredients in a successful sound and light system. But that's only the beginning, according to the author who suggests that managers must perform a wide range of other functions before the place clicks.*

**MINNEAPOLIS, MN**—Background music has been around for a while. We hear it in bus stations, dentist offices, and hotel lobbies. But, until a few years ago, club managers didn't know that music can be engineered to calm people down, stir them into a frenzy, or encourage them to eat and drink. But, around 1975, managers discovered disco... and they discovered that these discos can be major entertainment centers with dining facilities. Today, people are buying not only food and beverages but atmosphere of which recorded entertainment has become a major part.

In 1975, disco was disco... and that's all there was to it. It was soul or "funk," highly danceable featuring a strong beat. Elaborate orchestration, dominated by strings or horns, usually is prominent. Disco music became associated with any place where people danced to records. But things have changed... today's clubs are catering to clientele that wants to hear all kinds of recorded entertainment.

Think of spinning discs as recorded entertainment that caters to all sorts of musical taste... not just disco music, and boundaries become unlimited for the innovative, thinking manager.

A successful recorded entertainment club doesn't just happen. It is the result of a skillful blend of all elements needed to attract your market.

Managers of clubs with recorded

entertainment must provide the type of music and atmosphere that will make your club members and guests enjoy themselves, spend money and return.

It's a complicated recipe... requiring thought and action beyond the initial purchase and placement of quality sound and lighting equipment. This action includes:

- Defining the image which you wish your club to put forth and promoting this image toward attracting your desired clientele.
- A decor package that complements the overall club theme.
- Placement of the bar and dance floor in a manner that encourages social interaction.
- Planned people traffic patterns.
- Consistent music programming.
- Controlled sound and lighting.
- Constant attention to beverage product, food and service.
- Consistent room management and "diplomatic" door control.
- Cleanliness.
- An on-going preventive maintenance program for all equipment.
- Image definition, desired clientele and ongoing promotion.

Find out what your customers want to see and hear, and then program the operation to give it to them.

by Charles A. Rallo

If your clientele is male dominated, offer promotions and theme nights aimed at attracting more women. Some examples of female attracting promotions are: ladies nights, nuts and bolts nights, best dressed ladies nights, dance contests, fashion shows, reduced price nights for ladies tied to entertainment, dance, lessons, free album nights, trivia nights, margarita nights, country and western nights—featuring C&W music and a prize for the best dressed Western attired male and female, Monday night football-widows' nights, rose nights, backgammon nights, name that tune nights, etc., etc., and on and on.

Ensure that your advertising and promotion dollars are wisely spent by selecting the media which best addresses your target market. The use of in-house tent cards can be effective if presented properly. Don't give away too much. Giveaways should be determined by considering three factors: costs, revenue generating potential, and whether the giveaway is appropriate for the club's image.

### Decor

Decor is one of the most important elements for the development and achievement of a consistently escalating lounge business. It doesn't always have to be first class. Some clientele feel more comfortable in an atmosphere that is not palatial while others feel better in first class surroundings. Again, look at your market—don't give them more than they're used to and don't let them down either. Some of the more successful facilities have rustic decor with super sound packages.

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*Rallo is President of Castel Associates, entertainment consultants to the hospitality industry. He was formerly Director of Entertainment for Ramada Inns, Inc. and Holiday Inns of Canada, Ltd. and Musical Director of the Canadian Television Network.*



## Bar and dance floor and traffic patterns

People go to a recorded entertainment facility because they want to dance and drink, meet their friends and make new acquaintances, watch the action and enjoy the music and lights. If the dance floor is positioned immediately as the member enters the club, the member could be intimidated, having the feeling of being thrown into battle—possibly before they are ready to do battle. Members should be able to view and assess the situation with ample time to decide on their course of action—whether to dance, drink, talk, listen, or watch. A standup drink rail placed near the dance floor allows the members to drink while they socially interact.

The disc jockey booth should be tastefully placed so that the D.J. is accessible to the members but not so clumsily placed that the D.J. and the booth become the center of attention. Management must carefully balance the functional aspects of the operation to ensure that operation does not interfere with the member's ability to socially interact.

## Music programming

Your music is for your clientele. Different types of music attract different people. Make sure that you equip your music library with the music necessary to please your audience. Become aware of new album releases which fit in with your music program—and above all—ensure that the disc jockey is aware of your club goals and of the target you are attempting to attract. The D.J. must not play what he or she likes, they should play what the people like. Don't let the tail wag the dog—management must control the D.J. booth.

The D.J. is responsible for proper use of sound and lighting. The D.J. who turns up all sound and lighting levels to maximum capacity early in the evening in an effort to encourage his clientele to dance, could achieve the opposite effect. There is a right and wrong time and place for increasing or decreasing sound and lighting levels.

A good D.J. will:

- Know the market.
- Select and play from the record library only when the music is appropriate for the market.
- Play customer requests when format permits.
- Use sound volume and lighting levels discriminately and tastefully to create and change mood levels.
- Be sensitive to the musical needs of the customers.
- Consult with management regarding the music programs—and know who is boss.

Tastes in any given market differ, and the same is true from disco to disco. In the civilian market, you have the "straight" clubs where more of a white rock suburban (disco-FM) flavor is usually found. There are black discos with their heavy funk sounds, and Latin discos where they like anything new and exciting as long as it has a beat to dance to and you can do your thing. Whatever the scene, though, the music remains the key ingredient, and it must be good enough to keep the floor packed 6 to

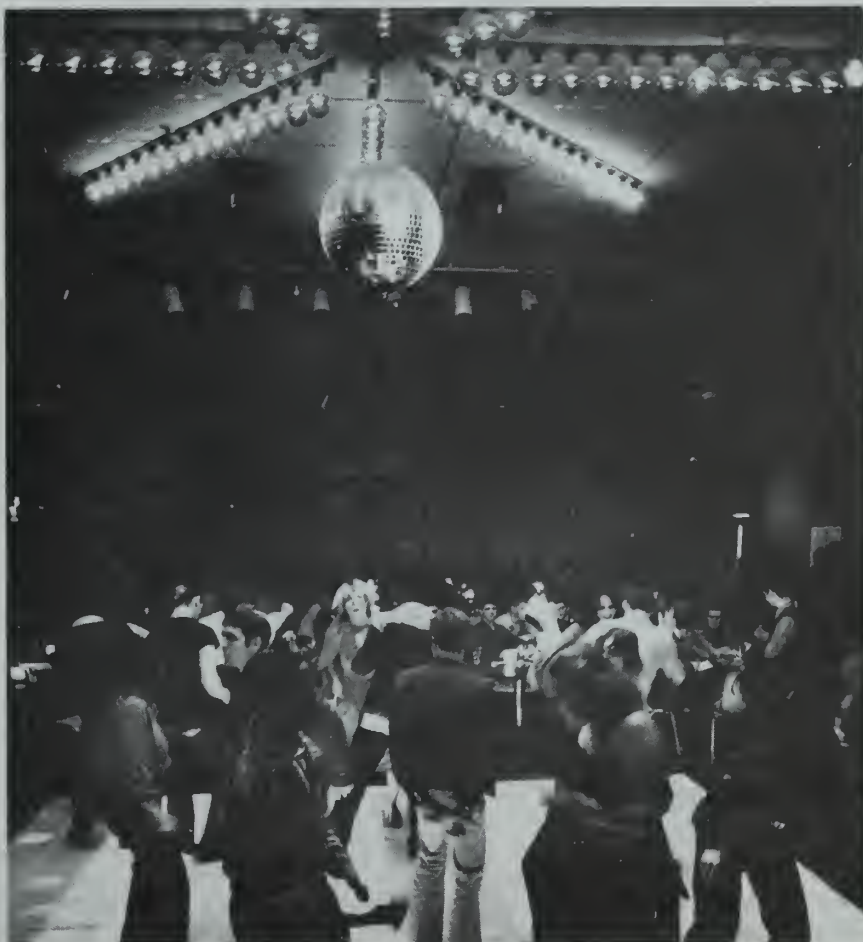
8 hours a night. Most discogoers will tell you that the main emphasis is on having fun, and the music must match the mood. It can be light, sexy, or funky, but its got to be "up."

D.J.'s have their own way of meeting these customer needs. A good D.J. can play two fast records in a row and completely change the dance floor because he can choose two songs that appeal to different types of dancers. One can be a fast rhythm and blues, the other, disco-FM. Often a D.J. will start the night playing slower music, then work up toward funkier pure disco. Some only play slow music when the audience is completely worn out.

Some D.J.'s believe that if they slow it down, the crowd will rest and buy drinks—others think the dancers get thirstier as they dance more.

## Sound and lights

The selection, position, and use of your sound and lighting equipment is directly related to one common denominator: our old friend—basic



element number one—definition of image and desired clientele. Sound columns should be ceiling mounted directly over the top of the dance floor so that the sound beams down directly on the dance floor. That's where the action is, and that's where the music makes its strongest statement. Some customers want to talk, so give some consideration to minimizing sound levels in these talking areas, allowing for comfortable conversation, but maintaining a minimal musical presence.

Lighting should be capable of becoming interestingly functional during early night programming, but with enough depth and engineering flexibility to mesmerize and please the Saturday night capacity "hot" crowd.

## Food and beverages

A successful entertainment facility manager should have a good answer to these questions:

- Are you giving value for the dollar?
- Are you giving too much value for the dollar?
- Is your food and beverage competitively priced?
- When was the last time you checked out your competitor's food and beverage product and pricing?
- Are your bartenders preparing and presently drinks properly?
- Have you provided your bartenders with the correct beverage ware and stemware?
- Have you hired and scheduled enough service staff?
- How long does it take for a member to get his food or drink order, from the time of ordering to delivery?
- Have your waiters and waitresses been properly trained in operational and services methods?
- How many image-projecting specialty drinks does your club feature?
- Have you looked closely at your bartenders', waiters' and waitresses' uniforms lately?

## Room management and door control

Management should ensure that there are proper inventory and beverage controls in place and function-



**A good D.J. will: know the market, select and play from the record library only when appropriate, play requests when format permits, use sound volume and lighting tastefully, be sensitive to customer tastes, and consult with management on music programs.**

ing, and ensure that bartenders and other service staff are prepared to resolve customer disputes or complaints.

Ask yourself some more questions:

- Are you taking register readings at various times during operating hours to determine your business flow?
- Do you know your daily payroll and operating costs?
- Do you convene staff meetings on a regular basis?

The effective manager earns the respect of the staff with direction that is both firm and fair. He greets his customers with a genuinely friendly welcome, and remembers the names of repeat customers. Never reprimand staff in public—do it behind closed doors.

As a manager, you should dress in keeping with the image you want to project. Give attention to details with the goal of providing all of the elements necessary to ensure that members have a pleasant experience. Institute door control, and instruct the person at the door to be pleasant and diplomatic, referring problems to you instead of giving the customers a hard time.

## Cleanliness

- Make sure the place is vacuumed daily.
- Don't make trash receptacles visible to the member.

- Bars and tables should be wiped clean.
- Glass and dishwashers should be effective.
- Washrooms should be clean.
- Hand towels and toilet tissue should be checked nightly.
- Kitchen and food service areas should be sparkling.
- Hand rails and millwork should be polished and dusted regularly.

## Preventive maintenance

All equipment, whether it be sound or lighting or general operational hardware, should be checked and maintained regularly. You must prevent costly and disruptive breakdowns and malfunctions. Along these lines, ensure that an adequate supply of spare parts are in stock and available for immediate use. Breakdowns during operating hours can be disastrous. Try and obtain an agreement with a local firm to ensure quick repairs and maintenance.

## Games

Game rooms can be a popular and profitable adjunct. Find out if your market wants games and, if so, what kind. If they're noisy, place them in an area where they won't interfere with the music. Some games have attractive lights and can actually be tastefully placed within the sound and lighting area without detracting from the club's image. **ah**

*Publication of this article does not constitute an indorsement of the author's services by Department of the Army.*



# Is there life after topless go-go dancers?

By MSG Jim Ryan

**SCHOFIELD BARRACKS, HI**—It has been some time since the Army and other services ended the appearances of "topless" and/or "bottomless" dancers at officers' and NCO clubs. Topless and bottomless, of course, refers to the costumes (or lack of them), not to the anatomy of the dancers. The reasoning behind the recent prohibition was that such entertainment was not greeted with equal enthusiasm by both sexes of club patrons and was found to be downright objectionable by a substantial number of soldiers, both male and female.

What then, is the alternative? According to SFC Gene Hilliard, manager of Schofield Barracks NCO Club, there are quite a few alternatives. Initially, he tried a musical combo and an accompanied singer. Army clubs in Hawaii, at least at present, may have "go-go" dancers but they must wear a costume—and keep it on. Hilliard felt that there had to be something unique he could offer his patrons; something no other club had.

Enter Noe al-Zelja. Born in America, she was raised and educated in cities all over the Mideast. She has college degrees in both Ancient History and Ancient Theater and is an occasional guest lecturer at the University of Hawaii. Her special area of expertise is Raks-al-Sharki. What? Is that NCO Club entertainment?

Raks-al-Sharki, loosely translated from Arabic, means dance from the East; more commonly, belly dance. Noe heads up Noe al-Zelja Enterprises which specializes in entertainment with a mideastern flavor. She is a professional dancer herself, but confines her role at the Schofield NCO Club to an educational one.

She explains the background of each dance before it is performed and notes that originally, belly dancing was entertainment intended only for women. This, she says, is one of the reasons for the mystique which is usually attached to it. It is still in some parts of the Middle East—notably Algeria—something men are forbidden to see. In the early part of

the century, human nature being what it is, the dance became a drawing card at fairs and expositions and picked up an undeserved reputation of being something less than a legitimate art form. Like books that used to be banned in Boston, such notoriety led to increased interest in it, especially on the part of men.

"It's part of ancient culture," Noe points out. "The dance contains all the classic expressions of emotions." You have to watch the dancer's hands, her eyes, her facial expressions. Only by seeing the total performance can one begin to understand what it's all about.

Amira is one of several dancers who regularly appears at the Schofield NCO Club. She has been dancing professionally for 10 years and has been in numerous programs locally as well as such top-of-the-line spots as the Aladdin Hotel in Las Vegas. She is an entertainer who works hard for her audience and is not adverse to occasional departures from the seriousness of her art. As she whirls and sways to the traditional music, she creates a complex clicking, ringing rhythm with her finger cymbals.

Smiling, she beckons to a surprised club patron. After the obligatory protests and self-consciousness, the soldier joins her on the dance floor where she places a turban on his head and gives him a few brief instructions. Bewildered but smiling, he watches and then attempts to emulate her undulating movements.



His buddies urge him on and he tries to keep up with her. His friends cheer and have a good laugh at his expense. It's all good-natured ribbing and ends with a round of applause.

Will belly dancing replace topless go-go-girls? Hilliard has a wait-and-see attitude. "I honestly don't know," he admits candidly. "We haven't publicized it much yet. I'd like to get more people out to see the program. We have a wide range of audience tastes here and we try to have something for everyone as much as possible. We are the only Army club in the Hawaii system that has this form of entertainment. I think it will catch on.

Time will tell. In the meantime, soldiers of the 25th Infantry Division see skilled professional dancers perform every other Friday with some education on middle-eastern culture thrown in for good measure. **ah**

*Ryan is a staff writer in the 25th Infantry Division Public Affairs Office.*

## Frankfurt club changes geared toward troops

**FRANKFURT, W. GERMANY—**Renovations to the Terrace Officers' Club and McNair NCO club are part of an on-going effort by Frankfurt club managers to improve offerings to the troops.

The Terrace Club has a newly renovated Keller bar carrying a bavarian theme. The kitchen was completely rebuilt to provide visitors to the new "Keller" with a limited menu.

"Electric City," a newly renovated NCO/enlisted club at McNair Barracks opened this past May. The electric theme is evident throughout the club. Management spent \$104,000 knocking out walls, painting, paneling, and adding disco mirrors, flashing lights, hanging plants, colored ceiling panels and a fast service bar.

Club rooms now have high-voltage names: "Electron Hall," "NCO Static Lounge," and "Electrolite," featuring "Energy Shock Food."

PFC David Martin likes the new club. The renovation has discouraged soldiers from starting trouble, Martin said. SFC Anthony Walent says the club is "1000 percent better than it used to be," adding that before, "the place was such a mess that I'd be ashamed to call it an NCO club."

Another Frankfurt soldier, PVT 2



**The "Keller" located in the Frankfurt's Terrace Club.**

Larry Williams, felt that the management does its best to provide a relaxed atmosphere. Some soldiers said the only problem is that the club is too small to accommodate week-

end crowds. But SP4 Dexter Johnson believes that "everyone should have an exciting time, and there is plenty of room since the remodeling." "I like it," he added. **ah**



**The Terrace Club's patio has a new look.**

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## Schnell Snackers

A soldier and his daughter belly up to the "Schnell Snackers," a snack bar addition to the Frankfurt Area Club System. Part of the officers' branch, the building was completely revamped inside and out, repainted and equipped with fast food equipment. Food service is provided from the Schnell Snackers to a local high school and education center. During the first 31 days of operation, the stand had net income of \$2,800. SFC **Joe Mauldin**, the stand manager, also operated another club annex. SGM **H.W. Mann**, NCO/enlisted Branch Manager and CWO **John Schulz**, Officers' Branch Manager were instrumental in getting the project off the ground.





# Checkpoint Club features variety for Berlin NCOs

**WEST BERLIN**—The Checkpoint NCO Club opened here recently, offering soldiers of the Berlin Brigade 16,000 square feet of club services.

The \$3 million club, described as the finest in Germany, was paid for and built by the Federal Republic of Germany under an agreement that provides for the German Government to make facilities available for Americans serving in West Berlin. The original design was by the late **Claude Hadeke**, Club and Community Activities Management Directorate Designer. Construction began in 1977 on the site of the former Club 50.

**SFC Delano Tarver**, Checkpoint Manager, said that the club will be mainly geared toward NCOs and their families," citing past complaints of Berlin Club System NCO Clubs being designed primarily for the single soldier.

However, the club appears to have enough to offer virtually all groups in the Berlin Brigade. Facilities include an 80-seat dining room, a 26-seat formal lounge, a 3,550 square foot ballroom, a party room, snack bar, and ice cream parlor. The club was built with functional aspects in mind, and space is used to the fullest.

Club management says that the food offerings provide what the members want... quality steaks, chops, and chicken. French onion soup is also a popular menu item. Entertainment is featured in the form of bingo games three nights a week, country and western on Fridays, soul disco on Saturday and regular disco on Sunday.

The Checkpoint is open to senior NCOs with two other clubs serving grades E-1 through E-4, and one other E5-E9 club.

BG William C. Moore, Berlin Brigade Commander, presided over the grand opening ceremonies with all sergeants major and first sergeants present. A drawing for a trip for two to New York was held at the ceremonies.

Checkpoint Club sales have averaged about \$50,000 per month, contributing to the nearly \$1.5 million annual revenue for the Berlin Area Club System. **ah**



Partial view of Checkpoint dining room.



Checkpoint formal lounge.



Ballroom is flexible to accommodate different size groups.

# GAO proposes MWR construction improvements

**WASHINGTON**—Department of Defense morale, welfare and recreation construction programs are not meeting the most urgent needs of active duty personnel, according to the General Accounting Office.

The GAO concluded that many MWR facilities are larger than needed, inadequately planned, and often intended primarily for other than active duty personnel.

These findings were disclosed in a report dated August 27, 1980 and released by the Nonappropriated Fund Panel, Investigations Subcommittee, House Armed Services Committee.

In order to overcome a reported \$1.3 billion MWR "short-range" construction backlog and ensure that facilities are built where needed, the GAO recommended that Department of Defense strengthen its guidance for MWR construction,

service headquarters and major commands become more involved in planning facilities, centrally administer construction funds for major projects, and require installation commanders to fully justify project needs.

NAF Panel Chairman Congressman Dan Daniel (D-Va.) said that the report "provides additional evidence that the entire range of morale, welfare and recreational activities as supported by nonappropriated funds have suffered from neglect and this is in large part due to Congressional inattention."

In 1979, the NAF Panel held four days of hearings on military clubs and package stores. A resulting report expressed the Panel's concern that too much money was being allocated to stateside MWR programs at the expense of overseas requirements. A January 1979 GAO report

stated that overseas MWR activities were used more than activities in the United States.

The August 27 GAO report substantiated the Panel's concerns stating that \$70 million of 1979's \$103 million MWR construction funds were in the Continental United States and 73 percent of the \$1.3 billion that the services say they need for MWR construction would be for stateside purposes.

In developing its findings, the GAO visited 21 military bases including Fort Stewart, Ga.; Fort Bragg, N.C.; and the Hanau and Mannheim Military Communities in West Germany.

Daniel said the Panel is "seriously considering" formally reviewing proposed construction projects to ensure MWR facilities are built where needed. **ah**

## Modernaire club renovated under self-help program

**FLIEGERHORST, W. GERMANY**

—The Modernaire Enlisted Club, an annex of the Hanau Area Club System has been completely renovated through an aggressive self-help program under the leadership of manager **Benny Sanchez**.

Sanchez is a firm believer that club managers can accomplish an enormous amount through self-help programs. "One of the major problems with club facilities in Europe is that a large percentage of the present club structures were never designed to be clubs," said Sanchez. Layout and design problems, constant renovations, and costly projects to convert these older buildings into convenient clubs often plague these facilities, he added.

That's why Sanchez and local facility engineers went to work painting and refurbishing the interior and exterior of the building, including installation of a kitchen ventilation system, bathroom renovation, replacement of fixtures and new wall paper, according to **CW2(P) Thomas F. Kiefer**, Hanau Club System administrative manager.

The Modernaire Club, which derives its names from being one of the most modern clubs in Europe,



offers a variety of entertainment and a full-service menu. The club is ideally located in the center of Fliegerhorst Kaserne, providing an excellent outlet for troops having difficulty in getting to the main Kaserne of the Hanau Military Community, seven kilometers away. Since the renovation projects have been completed, many young enlisted soldiers have begun bringing their wives and girlfriends to the club, Kiefer added.

Area Club Manager **LTC Vincent J. Land** is proud of Sanchez and the improvements, commenting "the Modernaire projects are just one example of what a manager can do on his own initiative." **ah**

## Officers do it in the basement

**FORT DEVENS, MA**—Devens' residents 1LTs Neil Wright, 1LT John Rivenburgh and other officers banded together to give the Officers' Club basement a new game room and lounge. They sought the aid of 1LTs Jerry Williams and Robert Wiesner of a local engineer unit who put together the plans for the renovation. Wright, who has the support of Devens' Commander Colonel Richard Kattar, expects the room will provide an attractive, inviting, and relaxing place for company grade officers.



## Don't mess with our beer

*Hold the corn, rice, syrup and chemicals.*

**HEIDELBERG, W. GERMANY**—German beer makers feel that German federal laws protecting the purity of their beer are being threatened by the European Common Market.

Under the rules of the Common Market, to which Germany has belonged since 1959, goods are supposed to flow freely between member countries. However, one member need not accept products of another if such products violate the first country's food laws. Members can avoid these problems by harmonizing their laws on food products.

In other European countries, beer may contain unmalted barley, corn, rice, syrup, and even chemical additives. This means that Market countries must change their laws on the purity of beer or Germans must violate a beer brewing edict issued in

Bavaria by Duke William IV in 1516. The Duke decreed that German beer could only contain three ingredients. Barley malt, hops, and water (the only exception being when yeast was later added). German brewers refused to violate this edict, choosing to employ recipes that used a multitude of variations on the four basic ingredients. German brewmaster secrets may include where the hops come from, the ration of malt hop and hop use, water quality, and fermentation methods.

The German Government is trying to convince other Common Market members to change their beer laws so that Germans may continue brewing beer as they have for the past 460 years. Upholding this tradition, without a doubt, is to the benefit of those who like beer, especially German beer. **ah**

*Adapted from **Brewing beer considered an art** by Isolde Recke, staff writer for the 2nd Support Command Public Affairs Office, Nellingen, W. Germany.*

## Beverage garnishing

**WASHINGTON**—Club Management Magazine has some tips for managers wanting to jazz up their beverages.

- Vodka or any of the high-proof white alcohols (fruit brandies such as kirsch, framboise, prunelle) can be served from a block of ice. Put an empty bottle, from which the drink will be poured, in the center of a half-gallon milk carton. Pour water up to the bottom of the bottle neck and freeze. Later peel off the carton and fill the bottle with the ice-cold, high-proof drink. Return it to the freezer (the liquid should not freeze). At serving time place bottle in a shallow bowl to catch the drips, and wrap a small towel around the bottle neck.

- Citrus fruit cups can be made by cutting the fruit into halves in a zig-zag pattern. Remove the pulp for other use and fill the shells with crushed ice. Pour in any liqueur and serve with short straws.

- To avoid cloudy-looking ice molds for cooling punch bowls, fill the mold with boiled water and stir

occasionally to remove the air bubbles which cause cloudiness. Freeze and unmold.

- When serving whipped cream topped drinks, top with chocolate curls or a dusting of nutmeg.

- Use sticks of cinnamon as stirring rods in hot drinks.

- Grated fresh lemon peel adds zest to almost any drink and can make your club unique if you're the only club that bothers.

- Make your club the talk of the

## Beer trend

**CHICAGO**—Restaurant operators are offering more imported low-calorie beers to their customers, according to Nation's Restaurant News.

The magazine reports restaurateurs across the nation as increasing the variety of their foreign beer offerings to accommodate an increased consumer interest despite the disadvantages of storage, control problems, and lower profit yield than domestic bottled or keg beer.

According to Marvin Shanken, publisher of Impact, a wine-and-

## Anheuser-Busch tops AAFES list

**MUNICH**—Budweiser and Michelob sales exceeded all other American beer sales at AAFES, Europe outlets in 1979 with total sales of \$6.6 million, according to Club and Food Service Magazine.

Other American beer sales were \$6.29 million. Loewenbrau, Binding and Hofbrau topped the list of foreign beer sales at AAFES, Europe outlets.

Army clubs accounted for 40 percent of the nearly \$26 million in 1979 AAFES, Europe beer sales. Air Force clubs in Europe are doing their own purchasing of local beer and avoiding the markup, the magazine reported.

## Italian wine takes market

**WASHINGTON**—Italy shipped 25 percent more wine this year than in 1979, giving Italian table wines 64 percent of the total imported wine market in the first quarter of 1980, according to the National Association of Beverage Importers. **ah**

town with an unusual garnish served with brandy (as they do at Stanford Court Hotel in San Francisco); i.e., cut a lemon slice approximately 1/8-inch thick and cut off the yellow, leaving a bit of the white rind. Cover one half of the lemon with sugar and the other with freshly ground unbrewed coffee. Place a knife down the center to evenly divide the sugar and ground coffee. Fill cordial glass with 1 1/2 ounces of brandy and top with lemon lozenge. **ah**

## Foreign beer gaining popularity.

spirits-industry newsletter, the volume of foreign beers imported to the United States jumped 28 percent between 1978 and 1979. Domestic beer consumption increased by less than three percent during the same period.

Imports' share of the total US beer market, though still very small, is now 2.6 percent, compared to 1.1 percent in 1975. Shanken predicts that foreign beers will command an 8.2 percent market share by 1989, the magazine reported. **ah**

## Oriental orientation

SEOUL, S. KOREA—Managers from Korea, Japan and Okinawa attended a five-day session aimed at gaining an understanding of the direction of the Army clubs in Korea and education toward improving the financial and operational aspects of their activities.

The session's theme was "Let's Break Even," referring to requirements placed on clubs to at least break even from operations and without package beverage net income distribution.

Separate teams of conferees spent one day visiting food and beverage operations at some of the best hotels in South Korea including the 1020-room Hotel Lotte, the 806-room Sheraton Walker Hill, the 602-room Shilla Hotel and the Hyatt Regency with its 120 chefs. While on the tours, visiting managers were briefed on the hotels' food and beverage operations and techniques used by chefs and managers. The teams then briefed each other in their findings.

COL Al Abraham, Eighth Army J-1 told of upcoming programs and policies from the Eighth Army Headquarters. Abraham said that the command is implementing the recommendations of a study of the management structure for clubs and other nonappropriated fund activities in Korea and that the Eighth Army staff will become "more involved"



MAJ Arpad Szurgyi, Taegu Area Club Manager and former CCAMD facilities branch chief told attendees of the importance in master planning for capital improvements. Priscilla Pazzano, Chief, CCAMD Army Club Fund Section, briefed Army club managers in Korea on financial management.

*Korea workshop features financial management and first-hand look at private sector hospitality establishments.*



Jim Salerno, Manager, Naija Hotel, Armed Forces Recreation Center, and a ice carving in the initials K-R-O for Korea Regional Office. The ice carving was prepared for a cocktail buffet held during the session.

with club operation through closer review of club budgets and financial results. He told of Eighth Army efforts to control the number of dishonored checks passed at NAF activities in Korea, citing bad check rates as high as 60 percent in some clubs.

On package store profit distribution, Abraham said that these profits are being significantly reduced by a phased plan to distribute 50 percent of package beverage net income to Eighth Army morale support activities, compounded by tighter ration control measures on package beverages.

Abraham urged Korea managers to exercise tighter control over the

procurement and use of NAF vehicles there, citing that over 200 vehicles are operated by NAF activities, of which 128 are assigned to clubs. He urged managers to explore a more efficient common NAF vehicle pool.

On entertainment, Abraham said that he has had reports that troops in Korea want more and better entertainment and his office is exploring avenues to improve entertainment availability, but, meanwhile, managers should make sure they attend auditions and assign more descriptive ratings to bands. One alternative his office is looking at is going back onto the system where bands are procured in conjunction with the Air Force. He cautioned that this would require extensive coordination and bands would have to be cancelled at least 90 days before the scheduled performance.

He said that Eighth Army is considering increasing its request for appropriated fund support for clubs in Fiscal Year 1981 and 1982.

On construction, Abraham said that poor club facilities are due to the "one-year syndrome." A manager with a one-year tour in Korea is reluctant to begin a capital expenditure project and prefers to wait out his tour hoping that his replacement takes up the task. Abraham urged managers to move out on capital expenditure projects and develop a





master plan for improving club services for soldiers.

Club capital expenditures are funded through accumulated nonappropriated funds. Korea NAF activities have about \$9.4 million invested in the Department of the Army Central Investment Program. Abraham urged managers to commit this money and get their club projects underway. "We must have aggressive master planning at every level," he said, adding that managers should not have unrealistically low prices unless they are operating in an environment where no money is needed to improve facilities.

Abraham also spoke about a new policy that requires club members to sign a document when purchasing cigarettes, a rationed item in Korea. He said that the new procedures were necessary to control cigarette black-marketing and that Eighth Army is also looking for a better way to keep cigarette purchases under control.

**Priscilla Pazzano**, CCAMD's Army Club Fund Section Chief, briefed managers on financial statement analysis and preparation of club capital expenditure and annual operating budgets. She called the capital expenditure budget the "most important action to be taken by a manager," since it determines how much money is needed on the bottom line." Pazzano also emphasized proper cash flow management. "A manager can make a profit and still manage his cash poorly, but it is difficult," she said. She urged managers to keep minimum cash at local banks—depositing the rest in the Army's Central NAF Investment Program, and keep change funds minimal to avoid theft and maximize interest earned. All investment funds except, working capital invested temporarily, should be in the fixed asset sinking fund to portray the purpose for which they are being accumulated, she said. "The Army goal is to have sinking funds at least equal to accumulated depreciation on furniture, fixtures, equipment and vehicles." Managers should ensure that all receivables are collected promptly, she said, since aged accounts receivable essentially constitute "interest free loans to members." "The longer receivables are on the books, the harder they are



**The workshop was held on the roof garden of the Naija Hotel. Here, COL Lee C. Dickson, CCAMD Director, updated club managers on the impact that some future DA policies will have on club operations in Korea.**

to collect," she added.

All inter-branch receivables must be paid in full each month. Only DA-authorized advances should be made, Pazanno said. And the only loans that should be made are those from the Army Club Fund and not from branch to branch.

Another cash management technique emphasized by Pazzano was inventory management. Depending upon supply availability, managers should generally keep not more than one month's inventory in the warehouse and not more than one week's inventory in the individual club stock room.

A presentation on club capital improvement was provided by **MAJ Arpad Szurgyi**, Taegu Area Club Manager and former CCAMD Facilities Branch Chief. Szurgyi urged

managers to develop a club master plan that considers the market to be served, product, merchandizing and other requirements.

He cautioned managers to coordinate properly with all parties involved, including the facility engineer, the local commander, the Eighth Army Headquarters, the Director of Personnel and Community Activities, the comptroller and the Club and Community Activities Management Directorate.

He told managers to make the club project part of the annual work plan, otherwise it is seldom accomplished outside of the work plan.

**COL Lee C. Dickson**, CCAMD Director, discussed specific DA policies and their effect on club operations within Eighth Army. Dickson also presented the recommendations of a recent report on Congressional hearing on clubs and package stores, and its specific implications on Eighth Army Activities. He said that clubs in Korea are leading the way in many areas including inventory turnover, and other key expense items.

Referring to the isolation of Korea and its effect on soldiers, Dickson urged managers not to allow a captured market to inhibit their drive to be innovative and strive to give the soldier something better. Dickson spoke of changes in the personnel management structure and in the management of nonappropriated funds and told managers that they must "extend their horizons beyond clubs and into the community life area."

He spoke of recent efforts at his



**The Crossroads Club in Yongsan was recently renovated. Many club facilities in Korea need capital improvement, according to MAJ Arpad Szurgyi, Taegu Area Club Manager. Szurgyi gave a presentation to the Korea workshop on club facility improvement and urged managers to develop and adhere to a master plan for upgrading and replacing their club facilities. (McKenzie)**

office to provide a clearer definition between the two separate functions of the club system, wholesale and retail package beverage operations and food and beverage-oriented club operations. Referring to clubs, Dickson said that there has been real growth in the food area and he has noticed a substantial improvement in the quality of food, primarily at NCO/enlisted clubs. On package stores, Dickson urged managers to squeeze the most out of package store revenues through better labor scheduling and inventory management and better operating hours to provide the maximum net income for club and other morale, welfare, and recreation activities.

On personnel, Dickson said that the establishment of a separate office for the management of the club management career specialists will improve the advancement and assignment of club managers. He noted that 32 of 33 Korean NAF activity managers who have attended the Club Management Course at Fort Benjamin Harrison, Ind. are still working in clubs in Korea. The other, Mr. D.K. Kim, is serving as Executive Food and Beverage Manager at the Lotte Hotel, the largest hotel in South Korea with over 800 food and beverage employees alone. Kim worked at the Hartell House at Eighth Army Headquarters before going to the Lotte.

**LTC Thomas E. Higdon**, Chief of CCAMD's Korea Regional Office



**The Naija Hotel, Armed Forces Recreation Center welcomes managers to the Korea Regional Workshop.**

provided managers with an update on club operations in the Western Pacific, including financial results and their significance. He said that the Korea Regional Office is working with other NAF activities with full-line food and beverage operations toward improving their offerings and that Regional Office people are assisting managers in training skill level club people.

Other session highlights included a presentation by **Ron Barnett**, CCAMD's Entertainment and Marketing Specialist. Barnett told attendees of efforts underway to bring more quality stateside entertainment into Korea. Jim Salerno, Naija Hotel, Armed Forces Recreation Center Manager, and chefs from the Naija and Lotte Hotels provided a

demonstration of table-side food preparation and sandwich specialties. **CPT John L. Jeffries**, a CCAMD club management specialist talked about club market surveys and food and beverage promotions. **CW3 Joseph L. Dziwoki**, 1978 Carroll Award winner and former highly-successful manager of the Fort Meade, Md. Officers' Club apprised attendees of some methods that managers should employ when adapting to a new club management job.

**MAJ Stephen Young**, now assigned as Fort Monroe, Va. Installation Club Manager, planned and organized the workshop and also provided a presentation on controlling club labor and other methods to break even on food operations. **ah**

## New publications

**WASHINGTON**—Several new publications have been developed and distributed.

*Soldiers Manual, OOB, Club Manager, Skill Level 3/4, 15 Feb 80.* This has information on club management topics including management information, bingo, and internal controls. The SQT test for OOBs is scheduled to be administered in 1981. *Idea Book for Club Managers.* Contains "how-to" information on specialty programs, market analysis, time-line planning, publicity, and other programs. This is good source book to revitalize club programs.

*DA PAM 230-40, Commander's Guide for Army Club Operations, 1 Jan 80.* This pamphlet has been deve-

loped to assist commanders in supervising club operations. Club system operations are summarized in an easy-to-follow format.

*A Sense of Community. A Handbook for the Director of Personnel and Community Activities, 3 Mar 80.* Addresses the arena of the personnel, community life manager. Parts II and III contain information on the

Army club system, morale support activities, and management of NAF activities.

These publications may be obtained from the Club and Community Activities Management Directorate, TAGO HQDA (DAAG-CM), Washington, DC 20310 or Directorate Regional Offices. **ah**

## Air Force sessions planned

**RANDOLPH, AFB, TX**—Army club managers are invited to attend Air Force Workshops scheduled for January and February 1981.

Jan. 4-7	England	Feb. 8-11	Norton AFB, Calif.
Jan. 11-14	Charlestown, S.C.	Feb. 22-25	Scott AFB, Ill.

Contact Mike Connerly, Open Mess Division, USAF, KAFMPC/DPMSOTA, Randolph AFB, Texas 78148, AUTOVON 487-4220. **ah**



## ICMs can have training films

WASHINGTON—Installation club systems may now have their own prints of Beverage Control films at no cost, according to the Club and Community Activities Management Directorate, producer of the films.

ICMs should ask the installation audio visual center to order the three-part film from the Training Aids Management Agency, ATTN: ATTS-TAD-DF, Tobyhanna Army Depot, PA 18466. Films should be ordered by number and title: SF 20-564, Cash Controls; SF 20-565, Inventory Controls; SF 20-566, Sales Accountability Controls.

Films will be sent to the installation audiovisual center where they will be available to the club system as needed.

ICMs will be provided with ordering information for the CCAMD-produced seven-part Food Management film when they become available, according to Directorate officials. **ah**

## Korea training

SEOUL, S. KOREA—The Korea Regional Office, Club and Community Activities Management Directorate has begun a program to train local national Korean club employees at the Chosan and Shilla

## US Region session

WASHINGTON—The annual US Region Club Management Workshop will be held at the Quality Inn, Pentagon City, 300 Army Navy Drive, Arlington, VA from Dec 2-5, 1980.

Club managers are urged to plan now for the workshop which carries the theme: "Planning for the Future."

This year's workshop will feature keynote presentations by hospitality industry leaders on operational and economic trends and their impact on food and beverage operations, according to workshop organizers at the Club and Community Activities Management Directorate, TAGO. Attendees will also participate in informal work groups aimed at developing solutions to specific problems that are expected to confront the Army club system. The workshop will have a "Mexican Extravaganza" with Mexican food, entertainment, contests, and other fun and games to show managers how to plan for and conduct a theme event.

More details will be provided to club managers as the workshop nears. **ah**

Hotels here.

Students are trained in Chinese, American, French, and continental fare as well as in banquet operations. **ah**

## Bavarian Bazaar

FRANKFURT—Hundreds of club members and residents of the Frankfurt Military Community attended a Summer Bazaar sponsored by the Frankfurt Area Club System at the Terrace Club on August 1-3. The affair featured Bavarian music and food, vendor booths, and "Europe's most elaborate" Sunday brunch.

The Enlisted Club Management Career Program was recently redesigned to allow for about three months of on-the-job training for enlisted people entering the program. This will be reflected in a forthcoming interim change to AR 614-200. **ah**



CCAMD officials are cooking up some Mexican hot stuff for the U.S. Regional Workshop to be held in Washington Dec. 2-5, 1980.

## Soldier Support Center Replaces ADMINCEN

FORT HARRISON, IN—The US Army Administration Center, home of the Army Club Management

Course, is now the U.S. Army Soldier Support Center, officials here announced.

The activities of the Soldier Support Center will be handled through the US Army Institute of Personnel and Resource Management (USAIPRM) which replaces the US Army Institute of Administration and the US Army Institute of Personnel. Besides managing the AG and Finance Schools, USAIPRM will control the Computer Science and Personnel Management schools, which are being upgraded from their branch course status. **ah**

## OOJ Training Guide

WASHINGTON—Phase I of the MOS OJ Training Guide, "On the Job Training" has been printed and will be distributed to Army area and installation club managers and people accepted into the OJ Enlisted Club Management Career Program, according to officials at the Club and Community Activities Management Directorate, developers of the guide.

The publication is designed to provide a "systematic program of instruction to adequately prepare OJ's for attendance at the Club Management Course," the officials said.

# Alpine FEVER temperature hits 200

*Walter Reed couldn't cure this FEVER.*

**BERCHTESGADEN, W. GERMANY**—The largest group of military club managers assembled this year climbed the Bavarian Alps to conduct a continuing education seminar. They came down better club managers.

Labeled FEVER for Fun, Entertainment, Value, and Europe, the session featured three days of non-stop excitement for over 200 attendees including 150 Army and Air Force club managers from 45 separate military communities.

The managers were attracted by a program that included distinguished guest speakers and activities encouraging an exchange of ideas oriented toward improving club programs and services in Europe, according to officials at the European Regional Office, Club and Community Activities Management Directorate, TAGO, organizers and sponsors of the event.

Seminar Speakers included: **MG James C. Pennington**, The Adjutant General; Don Smith, Director of the School of Hospitality Management, Michigan State University; Fritz Hagenmeyer, Assistant Professor, School of Hospitality Management, Florida International University; **COL Lee C. Dickson**, CCAMD Director; and **COL (USAF) Charles R. Walter, Jr.**, formerly Club Manager, Bolling AFB Officers' Club, Washington, DC and now Chief, Open Mess Division, Directorate of Morale, Welfare and Recreation, Air Force Military Personnel Center. ah

**Don Smith**, Director of the School of Hospitality Management, Michigan State University, gave an awakening presentation on how to handle customers. "Feed their egos, not their appetites." Smith also urged the managers to treat employees well: "Greet them daily, compliment them, and inform them—but don't berate them." Each customer should feel "special and elite" and each experience must be planned, he said. "Give each customer the feeling that you are focusing on them alone."



A CCAMD technical assistance team, headed by Joachim Brandt, put on an authentic Bavarian Night replete with keg beer and pottery mugs provided by European breweries, beerfest benches, a maypole, Bavarian band and traditional Bavarian dress. "Herr" Wally Chung, CCAMD food and beverage specialist, provided roast chicken, wursts, cheeses, breads, potato salad, sauerkraut and noodles. A log sawing contest capped the evening: Attendees 1LT Janet Williams and 2LT Gina Sgro won.



**MG James C. Pennington** addressed the FEVER Seminar. Pennington urged attendees to educate commanders so that they will make decisions in the best interest of the clubs. He said that clubs must be controlled locally so that commanders can tailor "this important contributor to the community life program" to the distinct and unique needs of the military community. Slot machines will be returning to selected military clubs in Europe but "income will be used for morale, welfare and recreation construction projects and equipment purchases, and not to subsidize food and beverage operations."







An attractive Hawaiian food display at the International Cocktail Buffet.



Club managers and guests attended an international cocktail buffet. The buffet, with WO Jim Lancaster as the prime mover, was put on to demonstrate the many avenues open to managers for providing exciting food programs. Each of the Mexican, Italian, Continental, Oriental, Hawaiian and "Chuck Wagon" items were deliciously prepared from items that may be bought at commissaries in Europe. The booths were attractively designed to demonstrate the value of effective merchandizing. Exotic beverages and ice carvings rounded-out the event.



MAJ Jerry Hughes, Chief of Assistance for the European Regional office, delivered a presentation on menu design. He observed that in terms of food service system engineering, the menu is the most effective tool available, and as such should be examined closely, updated regularly, and have attractive design that is efficient and attracts sales. Hughes described the types and kinds of menus, basic formats, color schemes, materials, methods of obtaining samples and proposals, and suggested layouts and designs, Phil Tadlock, CCAMD Food and Beverage Specialist, and Oscar Driekorn, Club Manager from Berlin, augmented the Hughes menu presentation with further ideas and examples.



LTC Richard Ross, Chief of the European Regional Office, CCAMD, TAGO urged managers to use the ideas and information gathered at the seminar to make clubs better in Europe. "I am convinced that this will be done in view of the enthusiasm reflected at this conference. FEVER will pay dividends in many ways in the years to come."



# 61 graduate ECMC

**FORT LAUDERDALE, FL**—61 students graduated from the two ses-

sions of the Executive Club Management Course here. The Course is sponsored by the Army and conducted at Marina Bay, Fla. under contract by the staff of Florida Inter-

national University School of Hospitality Management. It is designed to provide advanced club management education for Army managers and allowing exposure to private sector hospitality management methods and developments. **ah**



(L to R) Row 1: MSG Edward Talbot to Mainz, West Germany; SFC Joseph Lathan to Ft. Leonard Wood, Mo.; CPT Patrick Huau return to 193d Inf Bde, Panama; SFC Michael Selleck to Anniston Army Depot, Ala.; Aubrey Maloy, return to Ft. McClellan, Ala.; MSG Anibal Velez-Castillo to Eighth Army, Yongson, South Korea; SFC Gary L. Lafland to Bad Toelz, West Germany; SFC James Allen to West Berlin; SFC Herschel Blackshear, Jr. to Yongsan, South Korea; BG Robert M. Joyce, Deputy The Adjutant General; CW2 Sam Couthen return to Ft. Myer, Va.; SFC James Webb to Ft. Sam Houston, Texas; SFC Ronald E. Thompson to Ft. Meade, Md.; CW3 Joseph L. Dziwoki return to CCAMD, Korea Regional Office; Reynold M. Sequirant return to CCAMD, Wash. Row 2: Bill Bartelt, Chief Management Support Branch, CCAMD; COL Paul Wise, Operations Support Division, CCAMD; Alan J. Yehle return to Ft. Gordon, Ga.; SFC Tilden J. Branch to Stuttgart, West Germany; WO Larry G. Buck to Ft. Hood, Texas; SFC Charles R. Fields return to Bamberg, West Germany; Philip Todlock return to CCAMD European Regional Office; SFC Harry D. Parrish return to Ft. Hood, Texas; MAJ Charles W. Anderson to Ft. Benning, Ga.; MAJ Owen B. Fory return to Neu Ulm, West Germany; 1LT Kevin A. Bushey to Bamberg, West Germany; WO Jimmie Jones to Ft. Stewart, Ga.; SFC Willie Washington, Jr. to Saudi Arabia; SFC Lorenzo B. Nottage to Bremerhaven, West Germany; SFC Daniel Melton to Hale Koa Hotel, TAGO, Hawaii; WO George F. Parker to Toole Army Depot, Utah; CPT Artha L. Grace return to Ft. Benning, Ga.; LTC Dean R. Frost return to Stuttgart, West Germany; Dr. G.W. Lattin, Dean, School of Hospitality Management, Fla., International University.



(L to R) Row 1: John Grassmick return to CCAMD; MAJ Irard E. Jacobs to CCAMD; MAJ Edward M. Young to Ft. Monroe, Va.; MSG Jimmie L. Jenkins, Jr. return to Neu Ulm, West Germany; SFC Gerald T. Zulkosky to Fitzsimons Army Medical Center, Co.; Harold Cody return to CCAMD, European Regional Office; MSG Alfonso Martello to Ft. Leavenworth, Ka.; CW4 David L. Singer to Ft. Jackson, SC.; SFC James R. Seigman to West Berlin; CPT Nancy J.B. Harris to Ft. McClellan, Ala.; CPT James A. Ruggerio to Walter Reed Army Medical Center, Washington, D.C.; SFC Marcus C. Perez return to Wuerzburg, West Germany; MAJ Johnnie L. Murphy to Eighth Army; LTC John F. Asiello, Jr. return to Ft. McNair, WASH, D.C.; SFC Bryant L. Johnson, Jr. to Ft. Sill, Okla.; SFC John P. Faass, Sr. to Ft. Monroe, Va. Row 2: LTC Alphonse L. Najjar return to Ft. Ben Harrison, Ind.; MAJ Douglas J. Holtz return to Ft. Stewart, Ga.; CW3 Calvin L. Goodrich to Rock Island Arsenal, Ill.; MSG Jerry G. Shelton to Ft. Huachuca, Ariz.; MAJ Willis C. Haycock return to Ft. Clayton, Canal Zone; 1LT Donald W. Van Patten return to Ft. Monroe, Va.; SFC Nicholas C. Neumeier return to Baumholder, W. Germany; MSG Dennis W. Hart to Ft. Polk, La.; SFC Michael R. Belki to Ft. Hood, Texas; CPT Howard S. Wilson to AG Adv. Crs., Ft. Ben Harrison, Ind.; LTC Hector Villarreal return to Ft. Campbell, Ky.; MSG Charles E. Graves to Saudi Arabia; SFC Bobby Burgess to Oakland AB, Calif.; Al Welshens return to Ft. McNair, WASH D.C.; Bill Bartelt, Chief Management Support Branch, CCAMD, WO Ulysses E. Shields to Ft. Bliss, Texas; COL Lee C. Dickson, Director, CCAMD; Dr. G.W. Lattin, Dean, School of Hospitality Management, Fla., International University.



## Food price outlook

**WASHINGTON**—Wholesale food prices should climb 8.5 percent in 1980 while food-away-from-home price increases should average 10.2 percent, according to economists.

There was a slight decline in food prices in the first-half of 1980 but the drought in the Southwest region of the United States reversed that trend.

Chase Econometrics in their June Agricultural Forecast expects wholesale food prices during the remainder of 1980 to rise substantially. Lower supplies, together with a desire by producerse to improve profit margins, will cause beef, pork and poultry prices to advance at a rapid pace in late 1980.

The heat wave which hit Texas, Oklahoma and many of the Gulf states in late June and early July has adversely effected livestock and crop production. Particularly hard hit have been broiler and beef producers as well as many of the fresh fruit and vegetable crops which were near harvesting times.

## Commissary costs less

**FT KNOX, KY**—Looking for ways to control cost of goods and fight inflation—look to the commissary.

A survey conducted at this installation has once again affirmed what Army club officials have been telling you all along—that is, the convenience of having a vendor deliver to your door is costing you dearly.

The survey found that the commissary's prices compared favorably with prices for a shopping cart of 43 items averaging nearly 38 percent lower than local grocery prices.

And consider this; effective Oct. 1, 1979, officers', NCO, enlisted, and consolidated clubs along with Armed Forces Recreation Centers overseas no longer had to pay the four percent commissary surcharge, according to the Club and Community Activities Management Directorate. If managers are buying food products from local vendors, they shouldn't be paying state or local sales taxes on these items, the officials added. **ah**

## Inflation experts to speak

**WASHINGTON**—Experts on inflation and its effects on the hospitality industry are scheduled to speak at the US Regional "Planning for the 80's" Workshop on December 2-5 1980. Topics will cover the extent and impact of inflationary trends pertinent to club operations and methods management can employ to cope with the increasing cost of serving club members. Watch for details. **ah**

Specific forecasts follow:

**Beef**—USDA predicts a 5 percent increase over last year while Econometrics sees a more significant 10 percent rise.

**Pork**—Econometrics predicts prices 13 percent lower than 1979 but forecasts a 36 percent increase in 1981.

**Chicken**—Econometrics sees a price of 46 cents for broilers in the second-half 1980, up 12 percent from the first-half.

**Sugar**—Wholesale sugar prices have averaged 34 percent more than the same 1979 period. **ah**

## Popcorn profits

**WASHINGTON**—Many club managers are discovering that popcorn can be a real people pleaser while boosting the club's bottom line. Popcorn isn't filling, is extremely low cost, tasty, and easy to manage.... and its makes customers thirsty. There are many machines on the market—make sure that the one you buy is tailored to meet the needs of your club. **ah**

## Energy tip

**WASHINGTON**—Only open doors when necessary, the National Restaurant Association reports. For every second an oven door is open, the oven temperature will drop 1° F.

## Clubs order soft drinks and beer from Gruenstadt

**ROEDELHEIM, W. GERMANY**—Responsibility for AAFES soft drink and American beer direct delivery to clubs has been transferred from AAFES Giessen Depot to the Gruenstadt Depot, AAFES officials announced.

## Spaghetti bars

**ATLANTA**—A recent Atlanta attraction is Joe Rigatoni's, where a spaghetti bar chalks up 25 to 35 percent of the business.

Similar to the salad bar concept, the spaghetti bars offer pastas and sauces instead of lettuces and garnishes.

For \$5.95, customers get all they can eat from the bar which includes a choice of six pastas (rigatoni's, spaghetti, shells, springs, fettucini and linguini) and eight sauces (marinara, meat, mushroom, white clam, cacciatore, sausage, garlic and butter, and sauce of the day). Romano and Parmesan cheese are also available.

Customers order pasta from the menu and it is prepared in the kitchen and brought out to him. Then he goes to the spaghetti bar to get his choice of sauces and cheeses. **ah**

## What restaurant critics look for

**CHICAGO**—Price ranks last on the restaurant critic's hierarchy, according to Roy Andries de Groot, noted author and restaurant reviewer. He told the National Restaurant Association's NRA News what he looks for (in order of importance):

- the welcome
- comfort at the table
- seating
- menu
- discussion of menu items
- attitude of servers
- method of service
- food presentation
- preparation of food
- effectiveness of cooking
- quality and service of beverages
- price **ah**

## 9 clubs remain open

# Losses force Audio/Photo Agency and club closures

HEIDELBERG, W. GERMANY—

The US Army, Europe Audio, Photo Club Agency has closed and 11 Audio/Photo clubs are planning to cease operations.

The Agency, which had responsibility for the multimillion-dollar business done by audio/photo clubs in Germany, was closed on Sept. 30, 1980 after a USAREUR study found that it was not possible to support the Audio/Photo Club Agency with its 30 employees. It cost \$218,694 to run the Agency during the first quarter Fiscal Year 1980, contributing to the nearly \$500,000 total losses for the

Audio Photo Club Agency and the 20 clubs under its supervision. The losses occurred despite previous cost-cutting measures such as reduced staff and inventory and special sales.

Local commanders were provided the financial records of individual clubs for the prior 10 quarters to assist in deciding whether to keep their clubs open as a nonappropriated fund activity with net income accruing to the community morale support fund. Nine commanders elected to keep the clubs open.

The announcement to close the Agency and the option extended to keep the clubs open was preceded by a letter from MG Thomas F. Healy, USAREUR Deputy Chief of Staff for Personnel, to commanders affected. The letter told commanders to "carefully consider the audio/photo services offered by the AAFES Sound Center and the proximity of AAFES audio/photo centers to the local audio/photo clubs." AAFES audio/photo centers and Air Force and European Command audio/photo centers are not closing. **ah**

## Reaching out to please

HANAU, WEST GERMANY—New ideas and programs are constantly part of the Hanau officers' club management team.

Branch manager 2LT Thomas L. McDonald, and annex manager SFC Thomas Fischer believe that a solid food program is key to club success and, with the help of a Club and Community Activities Management Directorate assistance team, have instituted a food program that reportedly doubled dining room

sales. Members are now offered a wide variety, including Mexican and Italian food, prime ribs, a Mongolian bar-b-que, salad bar, beef and burgundy, and a steak and bake night.

Ideas don't stop in the dining room. In the lounge, members get draft beer in frosted mugs, wide screen TV, free snacks, free shoe shines and a regular club card drawing using bar receipts.

The Hanau Officers' Club made a significant contribution to Hanau

Area Club System record net income in April and May, according to club officials.

The club system, the largest in Germany with annual sales exceeding \$4.5 million, is planning to build a new consolidated club in addition to recent renovations at the Modenaire Enlisted Club, The Beacon Club, Annex 23, the Pioneer Club, the Skyline NCO Club and an enlisted club at Buedingen. The Gelnhausen NCO Club was also renovated, including the addition of an ice cream parlor.

## Directorate phone numbers and address

WASHINGTON—The Club and Community Activities Management Directorate, Office of The Adjutant General, has moved from the Forrestal Building, Washington, DC, to the Hoffman 1 Building, 12th floor, Alexandria, VA.

The mailing address is

Office symbols and telephone numbers for the Directorate are as follows:

Office	Symbol	Telephone numbers
	DAAG-XXX	AV 221-XXXX (202) 325-XXXX
Director	CMZ	9703
Program Coordinator	CMX	9703
Plans and Policy Division	CMP	8330
Financial Management Division	CMF	8640
Operations Support Division	CMO	0194
US Regional Office	CMC	9826

The Directorate's European Regional Office in Roedelheim, West Germany, and the Korea Regional Office in Yongsan, S. Korea, addresses and telephone numbers are unchanged. **ah**

## ARMY HOST

Club and Community Activities  
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